

Sales Management



Your Market Is Your Map



The Map for Marketing

If you sell nationally—do things in a big way—you need this big map, as it gives you elbow room to work in. Relatively, comprehensively and comparatively it puts sales facts and figures under your index finger.

If you sell locally—any specially defined territory—it assures the same accomplishments; so no matter where you operate—sell by map—use the RAND McNALLY Official Railroad and Land Survey Map or a section of it.

We will send you our booklet which tells, in a helpful way, the varied uses of this fine map, if you'll just ask for a Land Survey circular.

When you sell by map, the RAND McNALLY way, the home office goes with the sales force—every day, every call, every town. You can tell just what the town's selling capacity is and how many dealers there are, sold and unsold—quickly and surely—keeping the information up to the minute, and with a trifle of time and effort.

You can tell, the RAND McNALLY way, who covers any given territory, what day he will be in a given place, whether he is trying to cover too much territory, how to make his jumps count most, where to wire him when the call comes for quick action. Selling by map doesn't nag the salesman. It helps him and helps fill his sales sheets with orders.

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RAND McNALLY & COMPANY Map Headquarters

536 S. CLARK ST., CHICAGO

42 E. 22ND ST., NEW YORK

WRITE FOR THE RAND McNALLY BOOKLET ON SELLING BY MAP

January, 1922

TWENTY-FIVE CENTS THE COPY



Equip Your Salesmen With a More Forceful Presentation of Your Line

QUANTITY and price considered, people buy the goods which are presented to them the most skillfully.

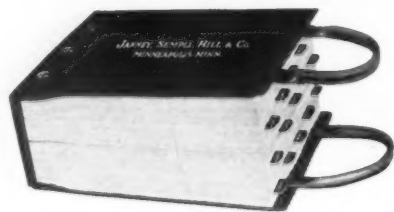
Many concerns have gotten along to date without efficient sales manuals. But now because it is more difficult to sell, they must equip their salesmen with a more business-like and forceful presentation of their selling arguments or watch competitors get the orders.

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The well equipped salesman stands a better chance of getting the order.

Your inquiry incurs no obligation

The Heinn Company

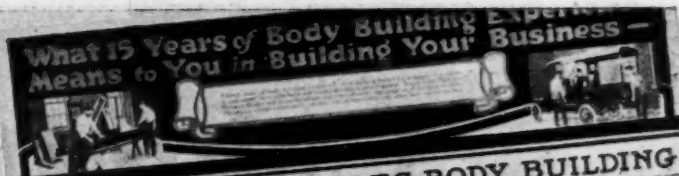


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THE CARGILL COMPANY
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GRAND RAPIDS, MICH.



Cargill Service

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- 2—The Bulletin DOMINATES Philadelphia.
- 3—The Bulletin's circulation is one of the largest in America.
- 4—The Bulletin is FIRST in advertising.
- 5—The Bulletin is Philadelphia's Want Ad medium.

Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—

The Bulletin



Net paid daily average circulation for November

482,862 copies a day

No prize, premium, coupon or other artificial methods of stimulating circulation are used by The Bulletin

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Bound Volumes: All bound editions of Volume One and Two have been sold. A limited number of sets of issues comprising Volume Three (October 1920 to September 1921) have been bound in heavy buckram and lettered in gold. The price of these volumes is \$6.00 each, postpaid.

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Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

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Sales Management

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In the Interest of Better Marketing

Volume Four

Established 1918

Number Four

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Sales Management

A Dartnell  Publication

Volume Four

Chicago, January, 1922

Number Four

The 1922 Price Outlook

Some Random Observations on the Much Discussed Question
as to Whether Prices Should be Cut again, and if so how Much

By J. C. Aspley

POSTMORTEMS are always bore-some. They cannot bring the dead back, nor can they undo what is done. So the least said about nineteen twenty-one the better. It has passed into history and most of us are glad to see it go. It is probably the most difficult and discouraging year within the memory of present day sales executives—a year of shattered ambitions, miscarried plans, tremendous effort and insignificant results. But it has taught us at least one lesson—that inactivity pays no dividends. It is better to keep the factory running and hold an organization together, even at a loss, than it is to put up the shutters and just rust to pieces. A loss of profits is a small matter compared to the loss of organization, for profits can be made up, but good men can be replaced only with the greatest difficulty and over a long period of time.

So we find, on the threshold of 1922, a well-defined determination among business managers to dust off the sales machine and go out after business as they never went after it before. And it is a healthy determination for in itself it makes for better business. Yet it is a determination which is pregnant with danger, the temptation to cut prices beyond the point of diminishing returns.

The Point of Diminishing Returns

This question of diminishing returns in price reductions is one that has puzzled us all. It is one to which no answer can be given, for it differs with every business and every product. Yet it is possible, and indeed absolutely vital, that every sales manager sit down, before launching his plans for 1922 business, and decide as best he can just how far he can go in the way of securing volume through judicious price reductions. He should decide when and how the price reductions are to be made, if at all, and what steps should be taken to cash in on price reductions so that the maximum sales results may be achieved. Will it be best to cut quietly and unobtrusively, or will it be best to shout from the rooftops?

SALES MANAGEMENT

As I have said, it is quite impractical to lay down any set of rules governing price reductions which could be applied like an algebraic equation. Yet in this, as in most all problems of sales management, much can be learned through studying the experience of others. Not that you will want to accept such experiences as final, or even allow them to influence your final action, but at least they should serve to enable you to begin where the other fellow leaves off. This is particularly true of the case of the Ford Motor Company, which it is rumored, contemplates a still further reduction in prices on top of several drastic cuts during the past year. We are told by those who claim to know that each successive cut in prices has stimulated Ford sales and produced the necessary volume of business to keep the Ford plants running. It is difficult to conceive why then still further cuts are necessary, unless it is true, as one automobile official states, that Ford is prepared to sell his cars at a loss and make up the profit on his supply business. So far as we know there is no reduction in parts over war time prices, so that the Ford proposition resembles, in this respect, the case of a central station which can afford to give away \$12 electric irons because it has been proved that every iron in use brings the central station a revenue of \$8.00 and up a year.

How Will Cut Affect Cadillac?

On the other hand, however, it is significant that some of the last ditchers in the automobile field—those who have stoutly held out against any shape or form of price reduction—are weakening. The Cadillac Motor Company which has always contended that price was a minor consideration in maintaining volume, and which has been so bold as to raise prices in the face of a general cut, are, it is reported, going to reduce prices about \$1,000 January 1st. By the time this appears in print this cut will probably be in effect. It will be interesting to watch what effect this cut will have on Cadillac volume, and also how this astute mer-

chandiser of a quality product will merchandise the cut in price. It is significant that Cadillac is practically the last auto manufacturer to drop prices, although other companies in the General Motors combine cut in spite of their guarantee, refunding large sums to car buyers. The average cut in car prices during the year has been in the neighborhood of twenty per cent.

In considering the price reductions in the automobile field, however, it is well to keep in mind that it is a product, like washing machines, office specialties and others, which has always afforded a good profit, and stood a high selling expense. The automobile industry, prior to the price upheaval, was in much the same condition that the bicycle business was back in the days of its early boom. Wheels were selling at \$150 each and factories were behind on orders. One far-sighted business expert examined the books of a large concern and advised that the price be cut in half. The financiers regarded him as a fit subject for the asylum. The demand was here, why not work it to the limit? For, boiled down, the law of supply and demand means "get yours while the getting is good."

The Parallel of the Bicycle Industry

A few of the directors saw the expert's side of the problem. The \$75 left a fair margin of profit and such a price would have prevented the mad rush to build bicycles at every cross-roads shop. But the plan was not approved and the bicycle business went on the rocks so far as the great majority of the shops was concerned.

In other fields, however, the need for price reduction is less urgent. In the great majority of cases cutting prices beyond the cost of making in the hopes that sufficient volume will thus be developed is questionable policy. There are concerns like Better Brushes, Inc., who made more money this year than ever before and give as the reason radical price reductions. Stanley L. Metcalf, president of this concern writes: "We shall do three times the business this year (1921)

as we did last year, and we believe the main reason for this gain is our lower prices. Please do not misunderstand me. I am very much opposed to price cutting and price competition purely to get business. On the other hand it seems to me that constructive price cutting is a desirable thing at this stage of business, and it seems to me that all manufacturers should reduce their costs, *attempt to increase their market*, and give the public better value for the money than has been given in years past." Speaking in broad dimensions, however, it has been very conclusively proven that when the reduction in price falls below the general reduction in all commodities, or to express it in another way, when the selling cost is cut lower than the increased buying power of the dollar the point of diminishing returns is reached. When this ratio is upset, when one manufacturer attempts to corner all the business in his line by kicking over the traces and making it all in one jump, as some of the economists are urging upon business now, the opposite effect from what is hoped for usually occurs. A price cutting war invariably is precipitated in that industry, and the natural demoralization which follows, not only depletes the finances of those in that industry to a point where desperate measures must be employed, but spoils the trade completely.

Another point which we must not overlook in considering this matter of how far to carry price reductions is that we must realize people are buying less. They have not the money to spend that they once had. This is quite obvious to every man on the street, yet it is common to have sales managers complain that they are not getting the business they enjoyed in 1919, forgetful of the fact that they are probably getting their share of what business there is, and could hardly expect to get more than that share without putting forth greatly increased efforts to get it. This, few are doing. Indeed the great number of salesmen out of work, and looking for positions, indicates that the reverse is most likely true. Those concerns like The Fuller Brush Company who had the courage to go out after business twice as hard as they did in the boom years, and doubled and trebled their sales force, invariably closed 1921 with more business than they booked in 1919. There is no mystery about it. These concerns simply followed the first rule of good business which is to go after business the hardest when you need it the most. Too many of us forget this rule.

Another point that should be kept in mind in laying out our plans this year is that we must be prepared and expect to operate on a slowly sinking, I won't call it a falling, market. Some sales managers to whom I have recently talked over the business outlook spoke very optimistically of the future. They confidently believe that with the turn in the year business is going to do some sort of a mysterious hand spring and everything will be rosy, the birds will start singing again from the trees and the brooks will begin to babble and the whole world will be hearts and flowers. It is a good thought to hold. At least we can all hope that this will come to pass, for the Lord only knows that we are entitled to it

after this year. But when we sit down in cold blood to put the finishing touches on our 1922 sales plan let us not forget that in spite of the occasional upward rises of the price curve, that we have started on a long downward swing. Prices in the long run are governed by world wealth. You cannot have sustained high prices unless world wealth is proportionately increased, and in the final analysis what a dollar will buy in all things is always determined by how much it will buy in one thing—wheat. There has been no increase in world wealth. For the time being some of the world wealth has been placed in our keeping, but gradually it will find its way back to where it came from. The world supply of wealth normally in-

The Year of Competition

"Let us all admit, frankly, that 1922 will call for a different kind of thinking than we have been used to during the past few years. It will call for a better kind of sales effort and sales direction. It will call for better understanding on the part of the factory of what people *really* want to buy; it will call for the development of that good will, based on decent values and service, which was broken down so badly in many lines.

"We are beginning a year when the single word THINK will be the salvation of many concerns and many men. We look forward with confidence because we believe that, by the time 1923 rocks around, America will, industrially and in every other way, be better off for having gone through the fight."—Collier's Weekly.

creases but slowly, as gold is mined and crops harvested. It is a steady increase. The present high price level is out of all proportion to the increase in wealth over the last few years and eventually it must go back to that level. No doubt you can cite numerous reasons why your business will be excepted from the working of these economic laws. But don't fool yourself. There can be no exceptions. Prices are settling and will continue to settle over as long a period as they rose. They will settle down finally to a point probably about thirty per cent above prewar levels, for it must be remembered that the old prewar normal has gone forever. Wealth has increased some. The cost of the war must be paid by the redemption of war bonds and the interest on them. These two factors will bring about a new level, and as nearly as it can be calculated that level will be about thirty per cent above the old level, as we knew it in 1914.

Founder of Baker-Vawter Company Dies

THE death, in Atlanta, of William A. Vawter, president of the Baker-Vawter Company, removes a man who has done much to put specialty selling on its present high plane. He was the founder of that company which started selling loose-leaf devices in 1888. There is some discussion as to whether this was the first loose-leaf binder sold but it is generally credited with being the first loose-leaf ledger successfully marketed by any American concern. The loose-leaf method of binding documents was invented in 1843 by J. Nock, and his invention was followed at periodical intervals by other patents, but none of these ever attained commercial standing until the Baker-Vawter Company invented its loose-leaf ledger.

The task which Mr. Vawter had set his hand to, namely educating American business up to the use of loose-leaf ledgers and devices was no light task. It called for a high order of salesmanship, quite different from the selling practice of the early nineties. During the twenty years that followed Mr. Vawter rallied around him many notable salesmen. From this nucleus the present aggressive sales organization of the Baker-Vawter Company, comprising over 300 salesmen, has grown.

It was characteristic of Mr. Vawter that even when he was beset on all sides by competitors he always maintained the highest standards in his sales work. Baker-Vawter men were impressed with the importance of selling their own merchandise and permitting the other fellow to sell his.

For some time past Mr. Vawter has not been active in the management of the business, having turned over most of his work to his son William Vawter, Jr. It will interest sales managers to know that much of the younger Mr. Vawter's training has been in the sales department which he headed up to 1916, when he turned the management of sales over to A. R. Kneibler, who has since been succeeded by H. I. Gillogly.

New Advertising Managers' Association

The Western Advertising Manager's Association, Consumers Building, Chicago, which held its first meeting December 27th, has been formed for real, active and constructive work. The officers are: President, Edwin E. Taylor, Carnation Milk Products Company; Secretary and Treasurer, Walter J. Stephens, Carnation Milk Products Company. Organization Committee: H. A. Vernon, The Wahl Company; F. A. Farrar, Adams & Elting Company G. O. Culver, Libby, McNeil & Libby; C. C. Younggreen, Sales Manager, J. I. Case Plow Works Company, Racine; O. A. Brock, Keystone Steel & Wire Company. By-laws Committee: C. E. Byrne, Steger Piano Company; Wm. B. Stewart, Jr., Oliver Typewriter Company; J. F. Roche, Edison Electric Appliance Company; E. A. Ecke, LaSalle Extension University.

"Let's See What the Others Think"

By A. H. Deute

General Sales Manager, The Borden Sales Company, Inc., New York

One of the real tests of salesmanship is to "sell" a conference made up of one or two major executives and several minor ones. It is a job that is usually wished onto the sales manager. As a rule these conferences develop certain characteristics of action just as an individual does, and chief among these peculiarities is the endeavors of the minor executives present to say something clever that will impress the boss. Mr. Deute calls it "Painful Cleverness" and in his article makes a few suggestions for shooting over this hazard.

SEVERAL hundred advertising managers will appreciate the sentiment expressed herein. Untold numbers of salesmen of dealers helps, copy writers, artists and others will wish they had the nerve to tell some of these truths to some people they know. If these thoughts could be inculcated in the minds of several thousand executives and their assistants it would save hundreds of thousands of hours of valuable time, not to mention the nerves and dispositions of said salesmen, copy writers and artists. Also it would undoubtedly do much to take that forced, pained, strained look out of so many pieces of copy and art work.

What we are talking about and what we are wishing could be forever wiped out of existence is what we call, for sake of a better word, "Painful Cleverness." Here is an example of painful cleverness.

A certain advertiser signed a contract to use street car cards. An artist was put onto the job to make up the first batch of four cards. He cheerfully made up six ideas and worked them up in the rough in colors. He used the copy which a seasoned copy writer had prepared.

The great day came when the man who was handling the account for the street car advertising people brought the copy writer and the artist and the sketches to the office of the president who was doing the advertising. After the usual greetings, the President said: "By the way, I won't do much in the way of actually running this thing. I have a couple of men to whom I am going to

turn this over. In fact, I have already talked it over with them. Suppose we call them into this conference so they can be in it from the ground up."

"Sure! Fine!"

And so not two but five minor executives were called in to help consider the six sketches. Proudly the president turned to his six minor satellites and told them now was the time to make their suggestions and give their criticisms.

Naturally, something occurred to the first one and he made his comment. Next in line, not to be outdone, had something to criticize. And right down the line, each man, in order to maintain his standing as an executive, was impelled to say something, and, naturally, it had to be along the lines of fault finding.

"I don't just like the shade of red that you have used in that corner," one of them said. "What would you suggest?" asked the artist.

"I cannot exactly say, not being an artist," was the modest reply, "But I don't seem to like the shade you have."

"The illustration of the package should be made more prominent," the next in line suggested. "I don't know if I would recommend making it larger, but wouldn't it be a good idea to get more strength into it?"

"And don't you think," said Number Three addressing the artist, "That the name of the company should be put in larger type?" This with a smirk in the direction of the president.

Then fault finding comments were made on the copy and in the course of an hour the whole series was pretty generally torn to pieces and condemned. Of course, not a single concrete improvement was suggested. It did not occur to these executives that the real job was to produce a good card not to tear down what had been created and that one good suggestion would be worth a hundred criticisms.

Finally the artist and the copy-writer went away with the sketches and with an appointment a week later. They took away with them a mass of criticism and a generally blue disposition. If either that artist or that copy-writer could ever again engender a feeling of enthusiasm and inject it into those cards it would be a most unusual performance.

Yet, if they had only realized it, there was nothing the matter with any of the cards. The copy was satisfactory and the illustrations satisfactory. Those minor executives had no real fault to find. They didn't know anything about copy or illustrations anyway. They were merely doing their best to be clever and appear intelligent. But the copy writer and the artist were new at the business of selling things so they went home discouraged and later on that house produced a series of strained, over-worked cards which were fairly bristling with painful cleverness.

Contrast this with the agency chief who took the finished painting out of the hands of the artist and went with it in person to the client. He knew the client



Buying an Auto Two Years Ago—and Buying One Today

would call in a number of people who would feel obliged to be clever so he handled the problem accordingly. Mr. Jones, the head of the house, immediately suggested calling in his associates. The agency head interrupted him with: "Certainly, Mr. Jones. We want to have everyone of your executives thoroughly satisfied because the success of this advertisement will depend largely on the enthusiastic support of your people and they must like the advertisement if they are to give it their enthusiastic support. But before they come in, let me just show it to you personally. Let's you and I look it over. You are quite an expert in these things and outside of its advertising value, I would enjoy having your personal and unqualified opinion of the things from the artistic standpoint."

Whereupon the agency man "sold" Mr. Jones the picture and the idea and all, and inside of ten minutes had the matter settled. One or two minor changes which Mr. Jones wanted to suggest were quietly

passed over and soon he was a self-convinced admirer and all was well.

Then the lesser lights were called in. The agency man started the conversation with: "Mr. Jones and I have been studying this advertisement while we were waiting for you. Mr. Jones is most enthusiastic over the way the artist has worked it out. The artist was here you know when Mr. Jones was talking to us about your plans for the coming year and the statements that Mr. Jones made so influenced our artist that he was able to exactly interpret Mr. Jones' ideas and ideals. I think you will agree with me that the artist has very ably illustrated the points Mr. Jones made that day. I personally think this painting speaks volumes for the way Mr. Jones was able to expound his ideas so clearly. I am sure you will agree with me that Mr. Jones deserves the credit for a wonderful thought which the artist could put on canvas. I feel that anything any of us might do to suggest changes would

merely be a case of trying to paint the lily, so unless there is something radically wrong, I suggest that we stick right to Mr. Jones' ideas. Naturally, other thoughts might be suggested but in trying to work them in we would be apt to spoil the simplicity of this picture and in the end fail to express the central thought."

The job was done. In fifteen minutes he was out of the building with the approved sketch under his arm. The way he handled the matter was not one which would permit of any good thought being brought out, but when it becomes necessary to choose between the two evils of either having a piece of copy or a drawing butchered and bedraggled on one hand or else "rushed through" on the other, it is obviously better to have a piece of copy which is at least technically correct as far as copy goes and has passed the head of the company and is free from policy defects.

One of the greatest weaknesses which is evident in many pieces of copy is the "Man-handling" that it has received through going through too many hands, and too often through the hands of people who know nothing about copy or illustration, but who, while meaning well, are only apt to weaken the advertisement through over-crowding it with ideas. Many times these ideas are splendid in themselves but when massed into one advertisement they make for lack of unity and for a complicated presentation which defeats the very thing the advertisement was meant to accomplish.

A copy writer who has written many strong campaigns recently made the statement that the greatest danger in the preparation of copy is that which comes from being compelled to put in a number of thoughts and ideas simply because the people who are paying for the space insist upon having those things in the advertisement and the advertising manager or agency head is not strong enough to handle the situation.

A facetious advertising manager remarked not so long ago: "A good many of us so-called advertising managers are merely the central dump into which executives and others put their ideas. Regardless of whether they have advertising value or not, in they go, and in order to hold our jobs we have to please the bosses as the case may be, so when it comes to preparation of copy, we know on which side our bread is buttered, and in go those ideas. If we didn't put them in the copy would never appear. If we do put them in, the copy may fail to have the punch, but in they go."

The one thing which may be said in favor of this particular advertising man is that he is honest in his statement, though one cannot say as much for his sense of business scruples or his fidelity to the industry or profession of advertising writer or manager.

But the fact remains, as hundreds of advertising managers, agency men, and and publishing men know, that the desire on the part of executives to appear clever and express that cleverness by tearing to pieces copy which in itself is often excellent, is one of the worst things through which many an advertising cam-

(Continued on page 154)



More Sales Power per Dollar!

Fight for business where there's a chance of winning

PICK out those markets of the country where people are buying if you would get maximum merchandising power for money invested. In order to buy, the people must have the money. With an income balanced by a most productive agricultural section and a remarkably diversified industrial development, Indianapolis and the Indianapolis Radius is one of the few territories in the country where the people have been working all the time.

Reaching practically every home in Indianapolis and the key homes in the surrounding territory, it is possible for a manufacturer to support his selling efforts in this territory with one advertising medium. This means economy. It means More Sales Power per Dollar.

The Indianapolis Radius is practically a single city of a million and a half buyers. Radiating network of 17 railroad and 13 interurban lines make traveling economical.

The Indianapolis News

New York Office
DAN A. CARROLL
150 Nassau Street

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.



Five Sales Managers Sat Down to Dine

There must have been a Dictograph under the table, for here is the careful transcript of five rugged opinions as to the five great virtues of salesmanship that might contribute to greater efficiency

As Told by the Dictograph

THE new year was still in swaddling clothes and sucking its little pink thumbs, when five friends sat down to an informal dinner together in one of those cosy restaurant rooms where only the waiters have ears. It was a private affair, ordered in advance, and held in a private rendezvous.

Quite incidentally we might mention they were all sales managers—men of established importance in their various fields of endeavor. They had chalked up their individual records despite one of the leanest years in history.

These five men originally came from the same little Iowa town—had been school-boy chums, had stubbed their toes in unison and had shaken down many a scaleybark along the same lazy mountain trails. Then Destiny snatched them up and whirled them hither and thither—one to Florida, one to San Diego, one to New York, and two fought those first stiff battles within hailing distance of the Chicago stock yards.

The Stout Gentleman Started It

Eventually the same Destiny shook the human dice in the box and they rolled out on the accelerated map of one of our greatest industrial centers—as sales managers. The little dinner had been arranged as a get-together, the anniversary of Boyhood. It was just one of those things that regular men like to do on occasion.

The final details of an excellent meal, coffee, cigars and a chance remark that is the reason for this manuscript. Said the rather stout gentleman, with the ruddy face and the young eyes:

“Rather a coincidence that we settled on the same line of business, the same jobs—sales managership.” That means, among other things, handling men. To my way of thinking, there is no task more subtle, no profession more exacting. Handling men! Think of the types and disposition and temperaments and characters and faults and virtues and whims

and problems we are called upon to adjust to the one big idea—selling goods!

“And as I sat here, smoking and looking at you and wondering, the thought came to me that it wouldn’t be a bad scheme if we swopped information. What have YOU, and YOU and YOU, that I have missed? What have I learned, in my day, that YOU should know? The new year starts off with the harness still fitting tight and the bit hurting our mouths. I may be mistaken, but I think we can’t take every other afternoon off for Golf for at least six months—six of those stick-to-your-desk-and-not-miss-a-trick months!

“Have conditions brought out a new type of salesman? Has modern business, turning corners sharply on two wheels, made procedure of yesterday obsolete? Must a new regime of salesmanship come into vogue? What of our men—our men? Are we handling them correctly? Are they going after pay streaks in the BEST way? And, in the final analysis, we are no more valuable to our institutions than our men are efficient. We owe a great debt to these men of ours. We set ’em in motion on the chess board. I have some ideas and ideals of my own as to what constitute the greater virtues, during the coming year, of the greater salesman. I’ll be glad to explain in detail. How about you, Jim? Pick out a high-spot virtue that YOU feel is of paramount importance to the salesmen of 1922 and then spill the beans. It will help every man here if it goes the entire circle of the table.”

Every Man Had His Say

What these five men said is here set forth, simply and without side remarks or embroidery of any kind. There are represented five keen observations by five very bright and successful sales managers on what single virtue seems most urgently essential to the new spirit of the new year. The editors of “Sales Management” neither condemn nor affirm the ideas. They are transcribed here

merely as human documents of unusual interest.

THE FIRST SALES MANAGER Said:

“The salesman of the new year must know more about his goods than he has in the past. It is one of the most urgent needs of the hour. Superficial knowledge will not do. It means a profoundly deep and intimate acquaintance with the product, from raw material up to actual use—and this coupled with an almost equal fund of knowledge concerning competitive lines.

“Modern advertising has brought revolutionary conditions. The veriest amateur accumulates as much knowledge of the product as the old-time salesman knew at the peak of his self-importance. I have been watching—I see more people reading more literature that is technical. Advertising has become the greatest text-book in the world. In the course of a year, the public has had drilled into it an amazing fund of heretofore confidential information. It is no unusual thing for a campaign to take the prospect into the factory, on a sort of Cook’s tour of manufacture, and when he walks out, at the other end of the schedule, he is familiar with that product in all its phases. Your automobile owner of to-day is beginning to look under the hood; the housewife wants to know the name of the electric motor in that new washing machine. It is an age of mental specialization.

The Salesman Has Not Kept Pace

“The salesman has not kept pace with his customer. He has been content to ease along on the crest of a light froth of inside knowledge. And you can’t sell a thing successfully to a prospect if the prospect knows MORE about the thing than you do. He is apt to ask you some very embarrassing questions.

“I am planning a new idea for my organization. I am making every mother’s son go through the home plant, department by department. I am making them see how the product is made—every cog

and wheel and bit of polished wood. I am making them study up on the birthplace of the raw material. I am asking them to read the catalogues of our competitors in the same way that the red-headed Scottish school-teacher on Beacon Hill used to make US study arithmetic.

"This, then, is MY contribution to the evening. Your salesman of the present generation will be compelled to take more seriously the science, the manufacturing genius, the technique and the technicalities, the inside production dope, of the article he is selling. He must know a great deal more about it than his customer—and that means going some."

THE SECOND SALES MANAGER Said:

"That's sensible advice, Andy. I'm with you on it. Advertising HAS become a vigorous educational force. The manufacturer doesn't hold much back nowadays. He throws his factory doors wide open, as a rule, and invites the public in. A great many salesmen THINK they know all there is to know about their product—because, twice a year, they eat at the factory restaurant.

"However, I am inclined to believe that the new need is that of a new bunch of human habits and characteristics. I have a pace-maker in my organization—he came with us the first of the year, and I'm paying him twice as much as I can really afford, simply because he IS a setter of the pace.

"This man seems to have been recreated, re-born, by the great War. He fought in France and brought something back with him that was different; spiritually wonderful—something he had not possessed before—something I have noticed in nearly all the men who rubbed elbows with death over there. Just watch—they have it—a mysterious, uncharted SOMETHING that distinguishes them from the men they were before.

The Changing World

"The Salesman of 1922 must be far more human. He must have great tolerance, great sympathy, great understanding, unlimited charity of spirit. He must be, not so much a 'good mixer,' as we used to know the term, as a 'good man.' And I find it very difficult to explain what I mean. Indeed, it is largely spiritual, as I have said. The men who progress, who win friends, who sell goods, in this generation, have stamina of character. They are respected.

"Now you can smile at this, if you please, but I am in deadly earnest. I see, all around me, proof of an up-building of public conscience. Men are demanding more of men. The salesman with the bag-full of smutty stories and the mind cluttered with smoking-compartment filth, get the laugh but they don't get the business. Once it was 'Charlie is a H—l of a good fellow!' Now it is: 'Mr. X is a fine type of man!' Do you sense the distinction?

"In building my organization, I am going to find clean-living, right-thinking men. I want men who marry happily and who save for homes. I want men who look back in your eyes, straight and clear and unflinching. I want the man who has strength of character and respects HIMSELF, his body and his conscience. I want the man who can sell a bill of goods

without God-damning with every breath. I want no martyr, no saint, no little tin deity, but I do want the sort of brawn and brain and homely Lincolnism that founded the great West and put down the rails of the Union Pacific, under Indian fire. I think there is a return to honesty, to rock-bed fundamentals of character.

"Business that amounts to anything will be secured and will be held, in 1922 by a spiritually different American. He will not be a reformer or a cad, a sober-sue or a canting bore, but he will not be ashamed of possessing the nobler attributes of life. The salesman of my organization must be a credit to himself as well as to the institution. I will count CHARACTER as sixty per cent of his equipment."

THE THIRD SALES MANAGER Said:

"We have never meddled much in what a man was under the skin. Not too morally unclean, of course, but our first idea was RESULTS. It is very difficult to arrive at a wise standard of character, as this, in any event, is inexorably measured by circumstances of birth, by heredity, by a thousand and one things. Strange—my talk, as I had momentarily rehearsed it, however, was not far remote from your own, Jim. I believe there is blood kin. The great missing ingredient, in modern salesmanship is master-enthusiasm.

"Not one salesman in a hundred LOVES his job and his firm and his responsibility. And a species of almost paternal affection must go with any real accomplishment. Our factory workers pointed the moral lesson out to me, unconsciously. The ten-strikers, the star-performers, the bench-wonders are all men who get moist around the eyes when you talk with them about their particular function in the plant. It's their life, I tell you, their very blood. They love what they do. It is actually a matter of the HEART.

His Job Was His Sweetheart

"And, now that I look over the entire vista of human achievement, I can see that the folks who are winning, are the folks who are in terrible earnest. They are faithful to the task they set themselves to do. Nothing else matters. It becomes, in a sense, a beautiful religion.

"When a man tries to sell me, I like to see him come in, with flashing eyes and tremendous enthusiasm. I admire him when he speaks with infinite pride of the firm for which he works and defends his product and its manufacture to the last ditch. I am quick to respond to the zeal, the fire, the clean loyalty of mind and method that impels a salesman to make his Job his Sweetheart! He has me sold, the very second I know that nothing could swerve that fidelity.

"There is something more to selling than—selling. Genius could build a humanized Victrola that would mouth the conventional ritual of sales talk. There might be a mechanical contrivance for handing out samples and writing down orders. Almost anybody can ride to places in a Pullman car and get off at the right station, but scarce indeed is the salesman who vibrates the sheer JOY of selling HIS line and who knows no other God. I like to see them tingle with it. I

like to see them fairly radiate earnestness. 1922 will have less interest in the lazily, line-of-least-resistance salesman who goes through his little story in monotone, as if reciting a school verse—you know, Bill—the sort YOU had to learn for the red headed Scotchman on Beacon Hill.

"1922 will not be so interested in the order-taker, the chap who drives himself out in the morning to his list of names, and rushes back after dreaming all day of an extra order of ham-and-eggs at the Morton House, corner of Main and Spruce.

"A salesman should not take on a job if he is unwilling to enter into the spirit of it from the bottom of his heart—to resign himself enthusiastically to its demands and to unconsciously transmit this enthusiasm to his customers and prospects."

THE FOURTH SALES MANAGER Said:

"You boys go over my head. Honest, Jim, I never knew you had all that high-brow stuff in you. But I've been keeping a watch on my crowd and if there's anything missing, it's a sense of humor. Too many salesmen take themselves too seriously. Unless you are selling a fifty million dollar oil concession or cement for another Lincoln Highway, from coast to coast, there's no need of wearing a swallow-tail and a Senatorial frown.

"A sense of humor—that's it. I'm not so sure that the bulk of the salesmen of this country have even a speaking acquaintance with it. Smiles sell more goods every year than advertising. Get me, I'm not strong for the in-grown grin and the Greenwich Village Follies approach—where you dance into a man's office and recite Mark Twain, but there's a safe middle-ground for salesmen—a sort of natural, unaffected, all's-well-with-the-world optimism, that doesn't burn over the side and leak tallow on the desk.

The Big Thing in 1922

"As I look down the roster of my organization, the fellows who have cultivated an un-breakable, rust-proof, non-perishable sense of humor, are the fellows who are selling the most goods. There is nothing plated or shoddy about this good nature of theirs; they feel it, mean it, live it. It's part of them. I can kill a Pollyanna salesman at ten paces, without a pang of conscience, but the man with the firm hand grip and the big, broad, sincere smile, backed up by a desire to look on the brighter side, can command his own wage with me, because I know that for every prospect who doesn't like him, there will be five hundred who DO!

"You'll say that this quality is something that must be born in a chap. That it can't be cultivated, any more than you can make an elephant love a mouse, but too many men never even TRY. Being pleasant isn't such a hardship. You'd think so if you watch the faces some salesmen make while they are putting on the courtesy record, and cranking it up for five minutes of jazz.

"Oh, the power and glory of a sunny disposition! It just attracts and holds and breaks down opposition and indifference

(Continued on page 147)

Selling through department stores and specialty shops

TWELVE years ago a manufacturer had 5% of his output on the product which bore his own name and brand.

The balance of his business was under dealers' private brands. Thirty per cent was sold to jobbers at practically no profit.

Could the product on which 5% was done be carried through the department store and specialty shop under the maker's own name and brand? And in sufficient volume to eliminate the unprofitable jobbing business?

Study developed that the product had advantages which the consumer would appreciate and place a value upon.

The first year's advertising appropriation was \$4,000, it never exceeded \$60,000 in any one year.

Today 90% is on the branded product, all jobbing business has been eliminated, and his volume is about double. This is a slow growth, but it is a permanent one.

We have exhibits of work done in the department store and specialty shop field which we shall be glad to go over on request with firms selling through these channels.

J. WALTER THOMPSON COMPANY
Advertising

New York Chicago Boston Cincinnati Cleveland London



The "Scrap" Between Sales and Advertising Managers

By Jess H. Wilson

President, LaMeda Manufacturing Company, Chicago

For some months past we have been publishing letters from both sales managers and advertising managers giving different sides of the problem: "Who Should Supervise the Advertising?" First the advertising manager demonstrated that sales managers cannot possibly understand mass psychology and should therefore keep their noses out of the advertising department. Then the sales manager comes to bat and takes a wallop at the advertising manager who forgets that advertising is selling, and to be effective must be properly tuned to the rest of the sales work under his supervision. Now we will hear from a non-combatant—or shall we say, the innocent bystander who holds the bag in this war between the sales and advertising departments.

THE question of "Who Should Boss the Advertising" is not the real question worrying a lot of sales managers. It is, "Who should Boss the Advertising Manager."

The very title, "Advertising Manager," limits the holder to advertising in the ordinary commercial sense, while the title Sales Manager may mean anything from a mere Swindle Sheet Auditor to a Director of Merchandising Effort.

Let us turn memory back to the time when the Devil first invented Advertising Managers to worry Sales Managers and make 'em grow. Advertising was the new toy and often the Boss liked to play with it, and so the Advertising Manager reported directly to the Big Chief. There was a lot of mystery about it and the sacred creative mind was kept free from all messy details.

Now imagine the grizzled sales manager, one who had fought his way to the top via face-to-face selling, and whose practical experience in the strategy of selling left him very, very few illusions.

Pink Pills for Pale Business

Then consider the advertising man, not the advertising man of today, but his ancestor. Usually he was a young man who read free thought, had Mission Furniture in his "den," wore a flowing black tie, took his inspiration through six inches of fishing cane and affected rubber tired "specs." How mysterious was his work, and how it riled the Sales Manager. Given a problem, our A. M. would retire behind a smoke screen of psychology and with his little mortar of human nature and his pestle of reactions, rub up his problems and evolve pink pills for pale businesses.

You might as well try to mix oil and water as to get a harmonious, co-ordinated sales plan from two such men. It just couldn't be did, that's all. On the contrary, the scrap was started that has raged with (Thank the Lord) decreasing intensity between the sales manager and the advertising manager for "authority." This scrap has cost business much in efficiency and in results, for it destroyed the teamwork for a successful merchandising plan.

It really makes no difference whether the title be Sales Manager, Advertising

Manager, Vice-President, or President, the King-Bee of merchandising is he who co-ordinates the three branches of selling; selling by the printed word, by face-to-face solicitation, and by mail. Naturally, the experience and judgment of such a man must be broader than that of the Simon-pure advertising manager or the shirt-sleeves-skipper of face-to-face selling. Personally, I believe the qualifications for the successful mail promotion man more nearly meet the requirements necessary as a merchandising director.

Take the advertising man in the ordinary line of merchandise sold to the ultimate consumer through retailers. His problem is that of mass selling. He deals with certain fundamental laws of human nature, with the law of average, and with the law of diminishing returns. He must be more or less of an analytical chap, and need possess no more personality than is necessary to sell his plan to a hard-boiled board of directors. When he gets a successful advertising appeal, he can use it indefinitely, by merely redressing it with words and illustrations that reflect the then existing accepted "standard" for such work.

Authority Gravitates to Those Who Deserve It

On the other hand, your sales manager, responsible for a bunch of men engaged in face-to-face selling, has before him daily problems that compromise his plan (but not his policy). Distribution to him is a huge checkerboard, and for every move he makes, he has an alternative move; and every move he makes will cause his "trade" to react either for or against him or remain passive. Consequently, he must be a crass materialist of the go-getter type, one who knows the various chains of distribution in his field from actual experience, and, most important of all, possess an unusually accurate knowledge of human nature "as is." Your sales manager of this type, deals, through his men, with the "differences" of various human types, while your advertising man of the modern type deals with the likeness of human reactions in the mass.

Let us consider now the qualifications of the Mail Promotion Man. Not a mere word mechanic, who can string words together, grammatically correct and in per-

fect rhetoric; but the man who knows human nature, the channels of distribution, something of "mass selling," and who, above all, can and does put the "come hither" quality in his work. His work, more than anything else, reflects the personality of the house in the eyes of the trade. He must of necessity have had experience in personal selling in order to gain his knowledge of human nature, and must know something of advertising both as institutional advertising and mass selling. He will "sell," not only the company itself, but the advertising and the sales force. He will probably be the man through whom the "investigations" of both the advertising and sales department will "clear," who will have something to do with the planning of future operations, and as such will have a more detached viewpoint of the company's aims and ambitions than the advertising man, who is working on next year's plan, and the sales manager, who is dealing with today's problems.

In any event, the discussion of "Who is to Boss the Advertising," brings out nothing except the crying need of a real merchandising head for business, a man thoroughly capable of co-ordinating all the tools of selling. Who among us, regardless of the success to our credit, can "point with pride" in view of the fact that it oftentimes costs more to sell than to make the product; we get results but at a frightful cost.

One of the greatest difficulties for the sales effort to overcome now-a-days is the alibi that business is "going to pick up," or is improving, and consequently the result of our own particular effort is going to improve with conditions. If we could forget that alibi, learn just what service the market wants and what price it is willing to pay, and then tell 'em and sell 'em, we would not worry about who has the "authority," for it always naturally drifts unto the man who deserves it provided he has the guts to stand the gaff until that time arrives.

"We have studied several of your publications with much interest and we consider them best for the purpose we have ever used in our sales department." John Hoegerl, The Haughton Elevator and Machine Co.

"As Milwaukee Buys—The Nation Buys!"

1922

The BIG-GAIN Year!

A year ago executives knew they were facing one of the toughest selling years ever experienced. 1921 was all of that. But 1921 is a thing of the past. Now these same executives—the ones who survived the depression—are looking to 1922 as the *big-gain* year.

Progressive manufacturers *will make* 1922 a gaining year. They will make gains over 1921. Business generally has "turned the corner."

Business hasn't gone back to a come-without-effort basis. Sales and advertising managers will have to *assure* 1922 gains in advance. During 1921 many of these far-sighted men kept their concerns safely off the rocks of failure with the sturdy help of advertising. This advertising must continue. Only there should be more of it—to cinch the gains.

Advertisers have learned the folly of launching campaigns nationally without *first trying them out* in representative territories. In this sound way every detail is perfected before it is too late—before too much money has been spent. This rule will be just as sound in 1922 as in 1921. It is the practical way.

The Milwaukee-Wisconsin Market—"Everybody's Market"—is the *supreme* try-out territory. Containing more than 600,000 progressive consumers, it can be covered thoroughly, effectively, economically with the sole use of a single newspaper—The Journal.

Without assistance, The Journal will establish and further the popularity of your product in this easily-cultivated field—will take your message directly to four out of every five English-speaking families in Milwaukee.

Where can you procure equal advantages elsewhere?

*Sales and advertising managers are invited to send for
The Journal's market surveys. There is no obligation.*

The Milwaukee Journal

FIRST—by Merit

HARRY J. GRANT, *Pub.*

R. A. TURNQUIST, *Adv. Mgr.*

OMARA & ORMSBEE, Inc.

NEW YORK

Special Representatives

CHICAGO

Try It Out In Representative Milwaukee

Sales Managers Needing Salesmen *Read This!*

WE RECENTLY placed several men with one company and shortly after the Sales Manager wrote and thanked us for putting him in touch with such good men. He also said he "was surprised," at the ability shown by our members. Why he should be surprised is a surprise to us because the men we recommend to Sales Managers have a thorough knowledge of the fundamentals of salesmanship gained from the most practical and authoritative course in Salesmanship in the world.

If you need a salesman **let us surprise you.** We have scores of members who are ready to step into sales positions—some who have had sales experience, others who are ready to take their baptism fortified with the knowledge gained from our System of Training.

That N. S. T. A. members make good in a big way is best evidenced by the fact that our Employment Department serves most of the best known concerns and corporations in the United States and Canada. These concerns look to us to supply them with good sales timber—they recruit their sales forces from among our members with a **full measure of satisfaction.**

Wonderful Records Made By Members

We have in our files hundreds of records to prove our members have quickly **led entire sales forces after a short period.** Some of these records have been made by men who had never sold goods before. But they knew what to do and what not to do—thanks to N. S. T. A. training.

In our sales literature we have thousands of testimonials from members, both experienced and inexperienced, who quickly jumped into the big pay class after completing our Course

SALES MANAGEMENT

in the Art and Science of Selling. It will please us to submit proof of these statements to you—and recommend any number of men you may need to round out your sales force.

No Cost or Obligation

No matter what your requirements are, we are in a position to take care of you. We have listed with us Salesmen of all types and nationalities. They have had practical experience in all lines of business and have added to their previous qualifications a thorough knowledge of Scientific Salesmanship.

You do not obligate yourself to employ those we recommend to you. We refer to you only those whom we consider are especially qualified to sell your line. There is **ABSOLUTELY NO CHARGE**—either to you or to our members.

Many N. S. T. A. members today are "star" producers for leading Wholesalers and Jobbers—and we have just as good men to refer to you as we ever had in the past. They enrolled with us to better themselves—and you will find no keener Salesmen no matter where you look for them.

Just fill in and mail the Coupon below

National Salesmen's Training Ass'n
Suite 515-27 Monadnock Bldg. CHICAGO, ILLINOIS

National Salesmen's Training Association, Employer's Service Dept.
Suite 515-27 Monadnock Building, Chicago, Ill.

Without obligation, please give us the particulars about members of your association for whom you are seeking sales positions.

We plan to employ additional salesmen. How many?

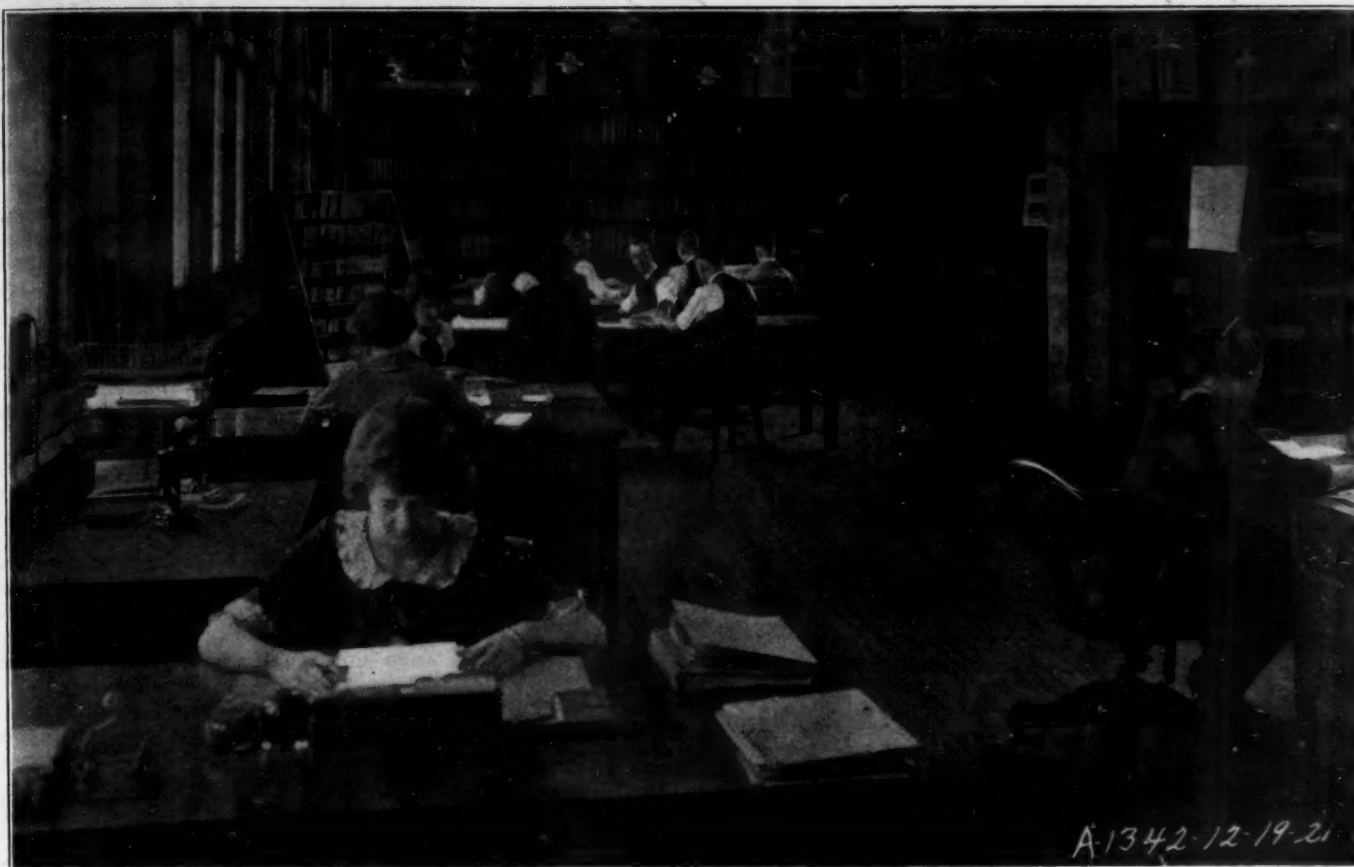
Territory

Firm

Street

City State

Line Manufacturer Wholesale House



The Goodyear Library Contains Over 3,000 Books, Exclusive of Special Collections

The Sales Department's Library

I.—How and Why a Well Planned Library Will Help Sales

By Edwin H. Shanks

Editorial Director, The Dartnell Sales Service

I HAVE just gone through a folder in which I have filed during the year inquiries received from different sales managers in regard to starting a sales library. There are sixty-two of them. This is just one indication of how the sales library idea is taking hold. Any one who gets around among the different sales departments has observed it for himself. The hard sledding of the last year has completely revolutionized the attitude of the average executive toward business books, and particularly toward books dealing with sales problems. For the first time in a generation we find a groping for information, a feeling of helplessness in the face of entirely new conditions—that is quite different from the attitude of a few years back.

No better evidence of this growing appreciation of business books is to be found than in publishers sales records. Up to six years ago there were no practical business books published where the sales had attained any volume. Cherington's book, "Advertising as a Business Force," brought out by Doubleday Page, and pushed by the Associated Advertising Clubs of the World as well as the advertising trade journals, attained a total sales of only three thousand copies.

Yet it was, and is today, one of the most practical and useful books ever written on this vast subject. McClurg did very well with Moody's book: "Men Who Sell Things," which was brought out in 1913 and met with a large sales because of its inspirational value. The best selling books of that time were those devoted to sales letters, excepting some of Shaw's "how" books which achieved a fairly wide distribution through his plan of offering them as premiums to a subscription for "System." But these were the only exceptions.

It was not until the awakening which followed the ending of the war, however, that business men began to take business books, and particularly books on selling, seriously. The feeling spread that sooner or later there would be an end to the seller's market, and knowledge would count more than personality in selling goods. With the spread of this feeling the demand for books of a practical kind began to grow. The Dartnell Corporation which has published more books on the subject of sales than any other publishing house in the world found the smaller editions of the prewar period total inadequate. Instead of printing 2,500 books on the first edition, 5,000 and 10,000 first

editions became the rule. The Ronald Press has had much the same experience in its field. McGraw-Hill are also increasing their first runs of business books. Sales managers are awake to the fact that no one man can have a corner on sales experience. No matter how wide their experience or how successful they have been, it has come home to them at last that perhaps there is something in the other man's experience that might help them, and they willingly pay any reasonable amount of money for a book or a service so that they may be able to add the other man's experience to their own. Having tried it themselves with good results, they are now anxious to have other members of the sales department to do the same.

Contrary to general belief, you do not have to have any appropriation to start a library for use in the sales department. I have had sales managers say to me, when I suggested a sales library that the company was too hard up right now to spend the money. They thought it required an appropriation of several hundred dollars, a lot of furniture, a librarian, and all the trimmings. Nothing can be further from the facts. In an organization of ten men a very good beginning

can be made with an investment of less than ten dollars. For that sum you can buy "The Go-Getter," "The Selling Process" in twelve study booklets, the set of five Dartnell Manuals and one or two other books. By circulating these books among your men you will have enough reading to keep them going for almost a year and you will get your ten dollars back with a thousandfold interest. For twenty-five dollars you can get a lay-out of books that will form the nucleus of a very creditable library and one which will be of use to the members in the department as well as members of the sales force. And for one hundred dollars you can do the job up brown.

In this connection it may be of interest to note that many of the best private libraries in the country started from very small beginnings. Albert Highton, librarian for The American Writing Paper Company, for example, says: "Most of the books in our library have been lent

by the president of the company and other executives. But few have been bought expressly by the company. Thus the initial cost of the library was very small. So far as space is concerned the library also serves as a reception room for visitors, where they can pass a few moments reading if they are required to wait for an interview." Mary E. Yoder, librarian for The Goodyear Tire & Rubber Company, makes an interesting point in relating how the Goodyear folks keep up the library and yet keep down the cost: "One of the most valuable parts of our library is our collection of pamphlets and maps. It is surprising how many valuable books are being put into circulation by certain interests, without any price attached, for educational purposes. Our people are acquiring the habit of sending all such data to the general library voluntarily after they have looked it over. The value of so doing is twofold. It extends the usefulness of the

data, and makes every contributor an effective booster for the library."

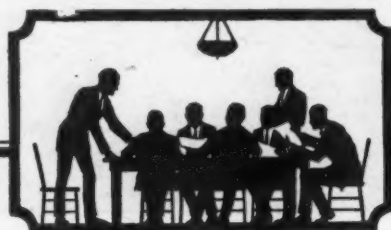
As the sales library grows, however, new uses rapidly suggest themselves. Quite often these uses take on more than a merely educational aspect. Elizabeth B. Wray, librarian for The United States Rubber Company, with over 1,800 volumes on the shelves, states that a very important part of their data is the telephone directories of different cities. This is only one example of the utility value of some centralized place for keeping data in the sales department. It is surprising how much of this sort of work can be done by a resourceful librarian, and what a big help such a person can be to the department.

So far as actual dividends are concerned there is no question whatever as to a sales department library paying. Whether it is a library by itself occupying a book case in the sales manager's office and presided over by the sales manager's secretary, or whether it is a division of the general library with a salaried librarian in charge, makes no great difference. Some of the best results in this line were secured by a sales manager who routed a set of five salesman's manuals through his sales force. He sent number one manual to number one salesman with a personal letter telling the salesman that he had read the book and got a lot of good out of it, and that he wanted him to read it as well. After reading it the salesman was told to send the book to salesman number two, advising the sales manager at the time so that he could write a letter to salesman number two and also send salesman number one another good book which he was just finishing. The whole plan required an outlay of five dollars, and there is no doubt whatever in that sales managers' mind that he is getting that investment back every day of the year, with interest compounded and he still has the books!

No better illustration can be cited of the value attached to the library by the management of a great business than that of the Goodyear Tire & Rubber Company. In spite of the fact that this company was very hard hit by the slump, as is generally known, and that the most rigid economies were put into operation, the Goodyear library instead of receiving less consideration in the budget has received more. The Goodyear library contains, we are informed, over 3,000 books, exclusive of special collections.

Summing up, there can be no question that a well equipped library of data pertaining to sales work is a money-maker. It gives the ambitious employee an opportunity to improve himself during odd minutes at noon and out of hours. It systematically organizes data which is vital in the conduct of the business, centralizing it so that it may be accessible to everyone in the sales department, instead of having the data buried in a dozen different desks. It is one of the best things a business can do to assist in the training of future executives.

For it must always be borne in mind that the greatest thing we get out of books is not the material that is in them, but the influence they have on our mental attitude toward our work.



The Straight-line Way to Sales Success

TO INCREASE the annual sales volume of a furniture manufacturer from \$54,000 to \$270,000 through the use of Direct Advertising, exclusively; to *double* the business of a specialty manufacturer with a single mailing piece; to bring in a quarter of a million dollars worth of business in four years, with a 13-page type-written letter—

These accomplishments seem impossible, and they *are* impossible with ordinary merchandising methods. Yet here at the D. A. C., such results are almost common-place occurrences, because we make it our business to take the shortest and most resultful road to market—to get results without delay.

We have grown big by doing big things for our clients; by frankly and fearlessly facing conditions and making the most of them.

If you feel that this is the sort of an organization you have been seeking; if you believe that we are the folks you want to trust with your Direct Advertising problems, then let us extend to you a sincere invitation to become better acquainted with the D. A. C., its policies and purpose.



Stepping Stones to Sales Success is a friendly talk about Direct Advertising and the D. A. C. Frankly, it was written by us to get business for ourselves. To executives in charge of sales it will be sent gratis. To others, the price is \$1 post-paid.

THE DIRECT ADVERTISING CORPORATION

W. E. HENKEL, *Chairman of the Board*

BURTON BIGELOW, *President*

A. J. RANDALL, *Secretary*

MAXWELL DROKE, *Vice-President*

B. G. SALTZGABER, *Treasurer*

546-A North Capitol Avenue

INDIANAPOLIS, IND.

Uncle Sam's Latest Sales Venture

By Waldon Fawcett

Those of our readers who follow the advertisements in the better magazines have noticed the attractive copy being used by the U. S. Shipping Board. Knowing that this advertising was prepared under the supervision of A. D. Lasker, an astute advertising man who, prior to his appointment as chairman of the Shipping Board, controlled the destinies of the Lord and Thomas advertising agency of Chicago, we have wondered what plan was behind the coupon which is a part of these advertisements. Mr. Fawcett has secured the details and presents them for your consideration.

A PERMANENT follow-up file has been established as the kindergarten of the "regular customer" in a field where regular customers have been almost unknown. This ruse to rouse repeat orders in globe-trotting is but one novel phase of the campaign of the U. S. Shipping Board to sell the American public on ocean travel as a habit. Imagine a governmental sales agency defying tradition to the extent of circularizing prospects four times a year.

The U. S. Shipping Board, heritage of the world war, is under the necessity of selling the American public on ocean travel because the board and its operating annex, the Emergency Fleet Corporation, has on hand, as left-overs from the war, a fleet of several dozen, modern, ocean-going passenger ships. If Uncle Sam could have his way about it, he would get out of the shipping business as quickly as he got in, selling his luxurious liners along with the other craft of the merchant fleet. But there are no buyers at a price that would recompense the government for the price it paid. There is nothing for it but to operate the passenger ships—in competition of course, with the old-established lines under foreign flags.

Private Interests Manage Ships

Never a more complex problem in sales policy confronted any private concern than stared Uncle Sam in the face when it became a question of putting these ships to profitable employment. It was a question, primarily, of attacking a "regular" market or cultivating a specialized one. The regular tourist lines of both hemispheres appeared to be pretty well supplied with deep-sea ferry boats. There was a temptation to turn the government ships to "free-lancing," to special, personally-conducted cruises that follow the chart of the tropics in winter and turn northward in summer. It was a sales policy that had much to commend it if Uncle Sam was, in effect, marking time to work off a shipping surplus.

The directorate at Washington resisted the appeal of the sales short-cut and settled down to the cultivation of a trade in the staples of voyaging. The government ships were assigned to four transcontinental routes reaching from New York to Buenos Aires and from New York to respectively, Bremen, Plymouth, Boulogne and Cherbourg. On the Pacific, services were installed from San Francisco and Seattle, respectively, to Oriental ports. Active sales management of these lines the Shipping Board turned over to private interests.

SALES MANAGEMENT

If the government ships had been left to the promotional care of the lessees and managers it is probable that the enterprise would, in time, have come to return a profit. But the reorganization of the Shipping Board brought to positions of authority executives who were impatient for results—a new personnel that included old hands at sales maneuvers who itched to have a try at a complex problem. By the by, this complexity grew out of a world-wide business depression aggravated by the fact that passenger fares on ocean liners are at least twice as much as they were before the war. So, in the closing months of 1921, there was launched what might be termed a superimposed sales campaign—a sales effort that might be compared to the national campaign of the manufacturer who reinforces the local campaigns of his distributors.

Creating a Demand for Travel

Just as the campaign of the manufacturer is apt to be predicated on a national advertising drive, so our ship owner, in the person of Uncle Sam, undertook to create a market for ship accommodations retailed by subsidiary interests. It is the way Uncle Sam has set about it that is most interesting. The entire intent is not to accomplish an introductory sale but to recruit the regular customer. That would be unusual enough as technique even in the case of a commonplace commodity. It is unheard of in selling tickets for ocean passage. There are, to be sure, a limited number of persons who make annual trips to Europe, but by and large, ocean travelers, especially the sightseers who voyage to the Far East and the other Americas, have not been accounted within the pale of "steady customers." The Shipping Board formula aims to change this.

When a prospect reacts to the national advertising campaign of the U. S. Shipping Board and mails his coupon to Washington, he is solicited for immediate purchase of the "transportation" regarding which he has made inquiry. To that end, the Shipping Board turns over each individual inquiry to the managing organization that is best qualified to supply the service that is the immediate objective of an inquirer. But no inquiry is thus referred until the prospect has been carded in a permanent file at Shipping Board headquarters. And the steamship company to which a sales prospect is referred is called upon to keep the central organization advised as to what happens in each instance. The home office has learned from the prospect, at the first

go-off, whether he travels first, second or third class, whether he prefers winter or summer travel, what members of his family accompany him on his wanderings, etc., etc. But it looks to the retail outlets to report the sales actually made and if such reports be not forthcoming the negligence brings a prod.

Reports to the fountain head of sales effort from the points of sales contact are essential, primarily, in order that the organization at Washington may know whether the card that speaks for an individual should go into the Prospect File or the Patron File and when it should be transferred from the one to the other. If a name is on the prospect list there is no relaxation of effort to inculcate the travel habit. At least four times a year the self-confessed victim of wanderlust has his irresolution assailed by fresh literature to tempt him. Designedly it is timely in appeal. Is it the year of the Passion Play? Is the time approaching for the international exposition at Rio de Janeiro?

Fitting the Appeal to the Case

No less insistent is the follow-up in the case of the customer who has obtained a place on the Patron File through purchase of steamship accommodations on a Shipping Board liner. But it is a discriminating, personal follow-up that seeks to make a trial experience beget a habit. The card of each patron shows what voyages he has made in the past. The individualized follow-up is gauged accordingly.

Similarly the individual follow-up is attuned to the habits of the nominee. If his card shows that he takes his vacation afloat "off season," the mailings are timed accordingly. Indeed, the cards in the follow-up and patron files are flagged and cross-indexed to permit of any desired program of reminders.

It is obviously difficult to get the coveted signature on the dotted line at an early stage of a sales siege in the shipping business, especially when, as in this case, the missionary work is done at long range. However, the Shipping Board strategy recognizes the importance of inducing the prospect to commit himself as definitely as possible, and the correspondence and follow-up routine have been arranged accordingly. This effort to obtain a promise—even though the promise be of indefinite tenure—has been successful in a surprising number of instances. Out of 2750 inquiries recently received by the Shipping Board, the follow-up obtained statements from 2,000 prospects as to the time they would buy.



EDITORIAL

Poor Clerks Often Make Good Salesmen

The appointment of B. L. Hupps to the presidency of the Loose-Wiles Biscuit Company is especially interesting to sales executives. It is interesting because it adds another name to the long list of sales managers who have been selected to fill the president's chair. It is interesting because it reminds us that our best sales timber may be working today at some hum-drum job right in our own office.

The first position Mr. Hupps held with Loose-Wiles was that of stenographer in the credit department. He was such a poor stenographer, so the story goes, that the credit manager decided he would be an excellent man for the traffic department. It took the traffic manager three weeks to decide that he didn't want the young man taking up valuable desk room in his department, so he was given a job pushing trucks around and doing odd jobs in the order department. But whatever Mr. Hupps lacked in the way of stenographic ability he certainly was not lacking in ambition. He had not been in the order department long before his opportunity came to sell goods. From that time he started to climb, and no job in the sales department was big enough to hold him—not even the job of sales manager. He became secretary of the company, and now he is the whole works. At least, this is the story we have from one who claims to be on the inside.

Mr. Hupps in his early days was no different from hundreds and hundreds of young men in offices today who are playing the role of square pegs in round holes. Circumstances have put them down in this, that or the other department and there they stay. Temperamentally unsuited to their work they are unable to generate the enthusiasm which a man must have to stand out above the crowd. These young chaps plod along week after week—just a piece of overhead from the employer's standpoint—unhappy, unprofitable and at odds with their job. It is all very well to say that if these misfits have the right stuff in them they will soon pull themselves out, probably they will, but in the meantime their services will in all probability be lost to the company.

There is one New Year's resolution which we can all profitably make, and the keeping of which will give us all a great deal of pleasure. Let us resolve to give the deserving young men in the organization first chance at sales positions. True, it means work and trouble for the man who has to teach them the ropes and stand the blame for their mistakes, but what is that compared to the satisfaction that goes with starting a capable young man on the road to real success!

SALES MANAGEMENT

Hoover's Proposal for a 1925 Census

We have always contended that a ten-year census in a country like ours is ridiculous, and we are pleased that Secretary of Commerce Hoover has publicly gone on record as favoring a five-year period. Under the present ten-year census plan the figures become practically useless after four years, both from a political and a business standpoint. In fact the 1920 census figures relating to agricultural wealth are already worse than useless. Their only value at all is for comparative purposes. The same is true, though to a lesser degree, of population figures. It will be remembered that when the 1920 census was taken industry was thriving, wages were at dizzy peaks, and there had for two years past been a decided drift of population away from the farm to the factory. Then came the slump, and the flow of population reversed itself. We suspect that if another census could be taken this winter it would show some amazing discrepancies. Yet the government expects business men to shape their sales policies for another ten years on these faulty figures! The same government that spends millions of dollars annually to keep the charts for navigators right up to the minute is quite willing to let its business interests, which involve an infinitely greater capital investment and which are far more vital to the welfare of the nation, go ahead year after year using obsolete charts. "Sales Management" hopes that Secretary Hoover's suggestion for a 1925 census will be acted upon favorably. It is only fair to the manufacturers of the country, who bear the largest share of the tax burden, that this be done. And we further hope that when the 1925 census is taken that a mercantile census will be made at the same time. It is high time that congress realized that there are other factors which contribute to the prosperity of the country besides farmers.

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False Pride and the High Cost of Selling

A well-known importer wanted to get distribution in Chicago. The jobbers gave him no encouragement. It was quite impractical to cover the city with a force of specialty men, in the usual way. What was he to do? The importer hit upon the daring idea of loading one-ton trucks with sardines, putting a high-pressure specialty salesman on each truck as a driver and letting him make the sale and deliver the goods at the same time. At first the salesmen he interviewed balked at driving a truck around, but finally the visions of bigger commission checks overcame their pride. In thirty-five days these ten salesmen have sold 2,578

COMMENT



grocers, taking the order and delivering the goods in one operation. And they are still going strong. Of course, the idea of delivering as you sell, is not new. It is done by hundreds of concerns. But it was unusual for the grocer to have a "white collared" salesman drive up to his place of business in a one-ton truck loaded with a single product. That in itself was enough to get his interest.

One of the troubles with selling today is that too many of us are afraid to get our hands dirty. In many cases the root of the trouble lies with the sales manager. He is too proud to do door-to-door canvassing, too proud, perhaps, to even go out and sell. You see he is above that. If he were to stoop to "peddle" it would hurt his standing with the salesmen—at any rate that is his alibi. The salesman catches the disease from the sales manager. Impressed with his war record the salesman convinces himself that he is too big a man to ring door bells. He could not think of calling on a little fellow, or asking for a little order. And as for carrying a sample case, or driving a one-ton truck—why the very idea is unthinkable! Mind, I am not saying that all salesmen are in this class. There are hundreds upon hundreds who are working as they never worked before, who tote adding machines around under their arms, or drive trucks or do anything that may be required of them, cheerfully, willingly and effectively. These are the men who are going to draw down the big money under the changing conditions. So we might just as well get down from our high horse, roll up our sleeves, spit on our hands and go after business like an honest-to-god he man and not some perfumed parlor ornament.

Will Your Firm Be in the Directory Forty Years from Now?

It is true of business leadership, just as it is true of wealth, husbands or anything worth while, that they are harder to hold than to acquire. Any business man will agree that this is especially true of the other man's business, but he likes to think of himself as an exception to the rule. So when any one talks to him about advertising as a means of insuring his present leadership it seems very far away indeed. It is one of those things which he will do when he accumulates a surplus or when something else happens. And like most everything else that we put off doing until "we have time" or "can better afford it," it is never done. If you have any doubt as to the need of advertising to entrench the reputation of your business get down a city directory of forty years ago and make a list of the concerns in your line who were leaders then. How many of them are lead-

ers today? How many are even in business today? Take the shoe business in Chicago as a case in point. In 1882 concerns like C. H. Fargo; C. M. Henderson & Co.; Doggett, Bassett and Hills; Phelps, Dodge and Palmer; M. D. Wells; Selz, Schwab & Company and P. P. Smith & Sons were recognized pace makers in Chicago's wholesale shoe district. The only concern left that is known to the present generation of shoe buyers outside of Chicago is Selz-Schwab & Company who had the courage to advertise in good years and bad. Plainly it is high time we stop wondering if we can afford to advertise "much" this year. It is not a question of whether we can afford to advertise at all. If we expect to stay in business, and to hold our position, we can't afford NOT to advertise.

1922—A Young Salesman's Year

"It seems to us," writes W. H. Tennyson, who has had a great deal to do with the picking of salesmen for the Mutual Benefit Life Insurance Company, "that this is an excellent time to put on new men, especially young men who can grow and develop in the business. These younger men can get their training now when orders are more difficult to get and reap their reward later, say in the latter part of the year when we are confident that the opportunities for sales work in life insurance will be distinctly encouraging."

We believe this same logic applies equally well to nearly every line of business, except those where a high degree of technical sales ability is required. Nineteen-twenty-two will be a young salesman's year more than any year that has ever gone before. It will be a year when sales managers should give serious thought to injecting young blood into the sales force, not that the older men have outlived their usefulness, but because the young man just starting out is fired with an undeniable determination which wears down after a salesman has satisfied himself that he has made good. The young man just starting out has no basis for comparison. So far as his experience goes, one turn down after another is just a part of a salesman's work. He is fired with enthusiasm. His work is his sweetheart. The biggest thing in the world to him is his territory; not some territory that he would like to have. Then too, the young man is more inclined to follow instructions—to lend a willing hand in putting through any plan which the general staff back at the office decides is best for the business. In a period where the plan is all-important, more important by far than individual brilliancy, this trait of the young salesman can hardly be over looked.

Fifty Names Per Month Per Salesman

By Eugene Whitmore
of The Dartnell Editorial Staff

This is the third and last of a series of articles describing how the wheels go 'round in the general sales department of the Burroughs Adding Machine Company. It takes up the matter of how the Burroughs' sales force is taught to appreciate the advertising which their company does for them, and the methods developed which enable the advertising department to throw the whole force of the appropriation behind the salesman.

"WE must do something to help the salesmen. I think a good strong four-page letter, followed up with a big, smashing, broadside would pave the way for our men and help them close a lot of orders."

So says the advertising manager to the president. The president agrees that something ought to be done. The letters and broadsides are prepared and printed, the mailing list is dusted off and "the trade" receives two pieces of mail matter.

The salesmen are told about the wonderful "home office co-operation." They are told that "every prospect in your territory is receiving our advertising matter," which is more or less true.

But what will it avail the salesman if every prospect is receiving the advertising matter? In itself it will not close the order. And what salesman can call on every prospect in his territory? So the salesman goes merrily on. He reaches a town, makes a few calls, and one or two or more sales depending upon the line. When he has sold what he thinks is a

good business, or failed to sell anything at all, he hurries on to the next town. The balance of "the trade" goes uncalled on. And the advertising mailed to the firms the salesman failed to call on is practically wasted.

The Burroughs plan of direct advertising is exactly the opposite of the procedure outlined above.

One of the fundamental ideas of F. H. Dodge, vice president of the Burroughs organization, is that you should not send direct mail literature to any prospect which a salesman can call on within a reasonable time.

For this reason no "mailing lists," as they are generally known, are maintained in the Burroughs advertising department. A salesman is permitted to send in fifty names a month. This has been set as the limit of names which any salesman may send in for any campaign in any one month. By a campaign is meant one mailing each of a series of four pieces of direct by mail material.

In the Burroughs organization, these mailings are referred to as Club Cam-

paings. In 1917 there was a total of 158,663 names sent in by salesmen, or an average of 17 names per month per man. In 1920 there was a total of 427,996 names, an average of 26 names per man per month.

The names sent in by salesmen for these club mailings are immediately made into address plates for the addressing machine. Inside of thirty days, each name receives four mailings. When the last mailing goes out, a card is made from each address plate and sent to the salesman who has a record of the material which has been mailed out during the campaign. He must then call on all these names within approximately thirty days. After the last mailing the address plates are destroyed.

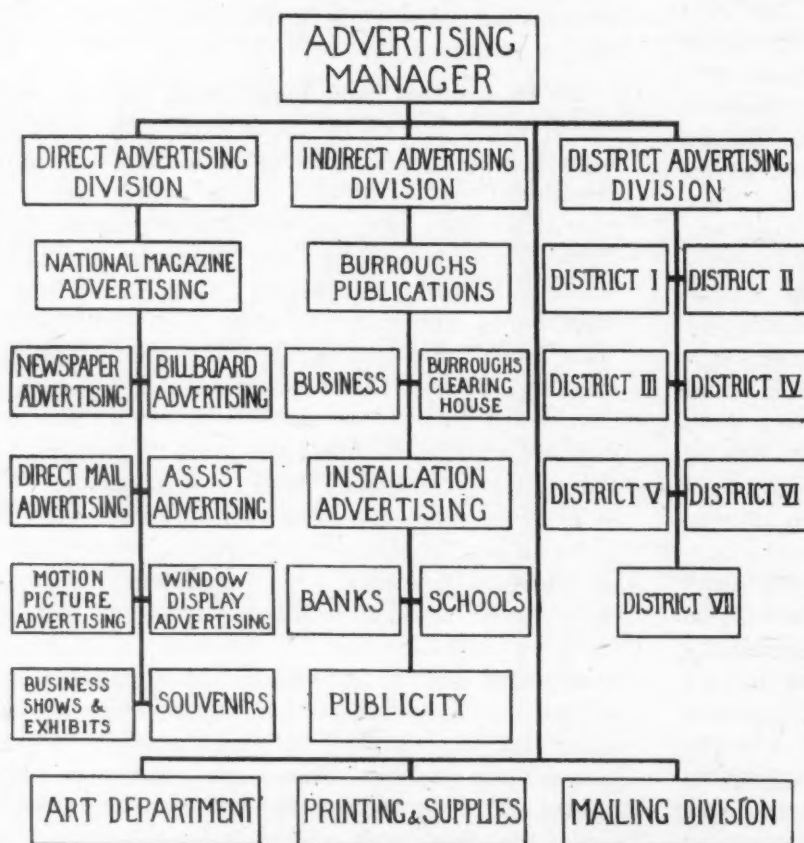
Three distinct types of club campaigns are available, one based on vocations, one on applications and one on styles of machines.

In this way the salesman may segregate names according to sales resistance encountered. For instance, a certain list of prospects seem to feel that the machine the salesman is trying to sell them will "eat its head off," on account of there not being enough work in their particular organization to keep it busy. These names will receive a campaign showing the many uses to which a Burroughs may be placed, while another list of prospects may not be entirely sold on the value of putting in a new or improved model. To these literature pertaining to a certain model and its varied uses will be sent.

There is nothing to keep the salesman from sending in the same name for more than one campaign, so this makes it possible for any prospect to be advertised to as long as the salesman desires, but after each campaign he must make a call within a reasonable time on every concern whose name he has listed on the last club campaign.

Burroughs was one of the first of the large advertisers to make use of the business story type of advertising. Many of these club campaigns are nothing more than advertising and true stories of how some business handles certain figuring problems. They handle the subject in a broad way, rather than centering solely upon the interests of the Burroughs machine. They are concise, definite and concrete, handling some particular problem from a sharp angle.

These stories are printed up in attractive folders, many lines of businesses are covered so that a salesman may order a club campaign for certain lines of business. He may have twenty printers,



Organization of Burroughs Advertising Department

Advertising Conserves Selling Hours



grocers or wholesalers in his territory that are good prospects for a new machine. By ordering a club campaign for particular vocations, he knows that every piece of printed matter will be more productive than general material dealing with lines of business with which his prospects are not familiar.

Other Burroughs advertising is at times based on users in the prospect's own territory. For instance a blotter is issued, headed "Among Your Neighbors." Listed below are the names of prominent users of Burroughs machines in the territory near where the blotters are to be used. In this way the salesmen are kept interested in the advertising and use it to a greater extent.

In the Burroughs instruction course, the expense of advertising is one of the first questions brought to the mind of the salesmen. Every sales manager has at times been confronted with the problem of the salesman who did not appreciate the company's advertising, or who thought that he could get along better if no advertising were done, and the expense added to his commissions. And there is the customer or prospect who will say that he likes the product, but that he does not care to pay for all of the advertising being done.

"Don't ever let a man get away with a statement like that," says the Burroughs Book on advertising. This is followed up with strong proof of how the advertising pays the salesman, and makes it possible to sell the product for less money due to the larger production it makes possible. This not only puts in the mouth of the salesman an answer for this sort of prospect, but it sells him on the value of the advertising to himself.

In the Burroughs instruction course a whole section is devoted to the company's advertising. Most every conceivable question about the company's advertising policy is answered, so that no salesman can bring up questions without being able to find an answer to it in this section. Seemingly they try to take the salesman into their confidence, and show him how he can make use of every piece of advertising the company does.

After reading some of the explanations of policies, and descriptions of the Burroughs advertising material and work, how the data is gathered and compiled, it occurs to the writer that any salesman must feel that he is actually a part of the advertising organization and that every piece of advertising is designed solely for his benefit.

The Burroughs national advertising policy is based on the use of few medi-

ums of large circulation. Wide investigations are made from time to time to determine the type of appeal which is most timely. Occasionally an entire campaign is entirely changed to meet changing trends of thought in the minds of business men.

The general type of the Burroughs national advertising is too well known for comment here.

However, it is interesting to note in passing if any of the Burroughs advertising attempts to draw inquiries. "It is extremely difficult and costly to get worth while inquiries for a high priced specialty," is the way one of the Burroughs officials puts it. He states further, "It is easy to stimulate inquiries in considerable numbers by baiting advertising with offers of books or other lures to the unwary, but such inquiries grade low in real sales possibilities."

The eight Burroughs sales districts each have an advertising manager located in their office who act in the capacity of liaison officers or contact men, so that there will always be a close connection between the home office and the men in the field.

These men see that their districts are properly represented in all Burroughs advertising, and systematize the advertising effort in their own districts.

As an example of how they work, one of the men in the advertising department told of the difficulties the salesmen have found in getting business from the members of the cheese industry in Wisconsin. In the Spring of the year these factories are all busy, and running full blast. Just prior to this time is the best period for sales work, because the greatest need for the machines comes at their busy time. Some of them—indeed quite a number of the smaller factories—are closed during the winter months.

One of the problems put up to the advertising manager of this district was to develop sales promotion methods that reach these men during the dull months and pave the way for the salesman when the time to buy is most opportune.

Obviously this was a problem peculiar to this one district. To handle a problem of this kind requires a man who is familiar with conditions in this field, and at the same time trained in advertising work.

In many districts problems such as this are constantly coming up. With the dis-

Contact Time With PBs Is Valuable



trict advertising manager on the job the company is sure that no opportunities for sales promotion and advertising work will be overlooked. And the salesmen feel that they are well represented in all advertising effort.

Naturally an article of this character must deal only with the highlights of an advertising department, so varied, so broad and intensive as the Burroughs organization, but it seems to me that this company has been exceptionally thorough in dovetailing their advertising and sales effort, that they have thoroughly sold the men on the necessity of using the advertising to the best advantage and that they have so established their policies, and their efforts that no let up or interruption in either advertising or sales work will creep in to detract from the smooth flow of orders.

Honey Tongued Executives Seldom Arrive

Your most pertinent article on page 55 of your November issue on "What They Say Behind Your Back" is something that every executive should take to heart, and in that connection there are two additional thoughts.

No matter what anyone thinks of Elbert Hubbard, "The Message to Garcia" in its latter half has a bearing on this situation, wherein he says that any man who hopes to maintain himself as an executive must do so with the understanding in his heart that what he does and what he says will be subjected to every kind of criticism, from fulsome flattery to bitterest antagonism; and he implies that the executive must take this without being embittered, and therein I think lies the greatest value of this essay to sales managers.

The happy medium between consideration for others and the necessity for the definite decision and the apparently cold-blooded presentation of it, is the thing you strive for. And it's not easy.

As I look back over my experiences with executives as I have been their subordinate, I recall only one man who reached this position as a general average. The honey-tongued boys are few and far between. Most executives have been on the crabbed side.

Ralph Barstow, General Sales Manager, Greenfield Tap & Die Corporation.



Would Compel Same Discounts to All Distributors

By Gilbert H. Montague
of the New York Bar

YESTERDAY I argued before the Federal Trade Commission in behalf of Mennen Company, upon the final hearing of the Commission's proceeding against Mennen Company, in opposition to one of the most far-reaching and revolutionary propositions that has ever been advanced by the Commission or any other Government prosecutor: namely, that a manufacturer is obliged, as a matter of law, to charge the same price on the same quantity of his branded goods to all purchasers, whether such purchasers are consumers or distributors, wholesalers,

single retail stores, big department stores, chain retail stores, "mutuals," "co-operatives" or "buying clubs," if such purchasers are in competition with one another.

Efforts have been made in the past to call in question the right of manufacturers to enter into agreements with one another, or agreements with some branch of their trade, to withhold from certain classes of distributors discounts which were allowed to other classes of distributors; but this is the first time, in any court or before any tribunal, that a sin-

gle manufacturer, acting alone and without any agreement with any other manufacturer, or distributors, or anyone else, has been denied the right to classify his distributors in any way he chose, and to grant varying discounts in accordance with such classification.

While the Commission in its proceeding against Mennen Company seeks ostensibly only to require Mennen Company to quote the same discount to "mutuals," "co-operatives" and "buying clubs" that it quotes to old-line wholesalers, the result of the Commission's contention, as the Commission's counsel admitted on the argument, will be to compel Mennen Company to allow the same discounts indiscriminately to all purchasers, whether consumers or distributors, wholesalers, single retail stores, big department stores, "mutuals," "co-operatives" or "buying clubs."

The Mennen Company proceeding is regarded by the Commission as a test case, but as similar proceedings have recently been brought by the Commission against National Biscuit Company and Loose-Wiles Company, it is apparent that the Commission intends to enforce universally its interpretation of the law. Mennen Company's counsel, upon the final arguments before the Commission, showed by extracts from the Congressional Reports which accompanied this legislation, that Congress never intended to limit a manufacturer's freedom in classifying his distributors and in varying his counts to different classes of distributors, unless such classification restrained the trade or lessened the competition of some rival manufacturer or tended to monopolize commerce in the general class of products in which such manufacturer and his competitors were engaged. By an analysis of all the State statutes upon which the above legislation was modeled, and of the decisions by Federal Courts relating to this legislation, Mennen Company's counsel showed that as yet no one anywhere has placed on this legislation the interpretation which the Commission is urging in its proceeding against Mennen Company. The Commission's attitude, however, as expressed by its counsel, is that whatever may have been the original intent and the current understanding heretofore regarding this legislation, its language is capable of a meaning much broader than any which has heretofore been given to it, and that for the purpose of testing the question the Commission ought now to enforce this new and sweeping interpretation.

If, as the Commission contends, a manufacturer is compelled by law to allow quantity discounts indiscriminately to all purchasers, whether consumers or distributors, wholesalers, single retail stores, big department stores, chain stores, "mutuals," "co-operatives" or "buying clubs," the big department stores and the chain retail stores, with their practically unlimited buying power, possess a weapon against single retail stores, and even "mutuals," "co-operatives" and "buying clubs" of less buying power, which some day may cause great havoc among these later organizations who, it is assumed, are chiefly responsible for raising this question with the Commission.

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Let Us Introduce Your Food Product to*

A Concentrated Market—Chicago

An easy market to enter if you have the right distribution methods. A market in which there is a tremendous demand for food products of real merit!

What you want is a volume of business that will keep your plant running day and night—a repeat-order business that cuts down on selling costs.

We offer you a highly perfected merchandising service which will get you quick results in sales and permanent business connections with the retailers.

Make Chicago the nucleus of your national distribution!

If you are interested, write us for further information on how we can get you from 30% to 70% retail distribution in a month's time.



Universal Advertising Service
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Marquette Building — Chicago
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A Grading System for Picking Men

By L. G. Andrews

Bureau of Personnel Research, Carnegie Institute of Technology

The work of the Carnegie Institute in standardizing sales management practices is well known. It is one of the few scientific institutions which has really accomplished much of practical value. While we are not in entire sympathy with this idea that selling can be reduced to rules and principles, for the simple reason that human nature with which selling deals is impossible to assay, we believe that our readers will welcome this opportunity which Mr. Andrews gives us, to see the results of some of their research work.

DO your application blanks really help you pick your man? Can you pick men successfully enough from their application so that six out of every ten you hire will make good? If you cannot do this you are wasting time on your application blanks and losing money on needless failures in your force, for the items in an application can be graded so that they will pick the right man 60% of the time.

There is some information in the filled-out form that all interviewers look for. It tells whether the applicant will fit into the vacancy at all or not, and, when he completely lacks some of the qualifications necessary, shows that he should not be hired. In addition some interviewers ask for references in the application and these are later looked up. Applications are usually filed for future reference in order that the company may look up the applicant later when help is needed, or, after he is on the job, to check up on his previous history when the question of transfer or promotion arises.

All of this treatment of the application, however, tells nothing about the applicant's possibilities except as the interviewer may form a general impression of the applicant's worth from reading over what he has done in the past. This general impression method has always proved unsatisfactory because it is easily demonstrated that general impressions are not very reliable. Inquiry into the general impressions formed concerning any applicant, by two or more interviews, shows a wide range of opinion. What usually happens is that each interviewer is impressed by some specific thing in the applicant's personal history. It may be his education or his experience or his age. (Hardly any two people will agree on the best age of an applicant for a particular job.) Consequently, he lets this one favorable or unfavorable thing color his whole general impression, while another person will have an opinion just the opposite about the same item, and consequently will form a wholly different opinion of the applicant. Thus an individual's selection or rejection usually depends on the "hunch" of the particular person who reviews his application and interviews him.

As an instance of how this hunch sometimes works, a sales manager for a

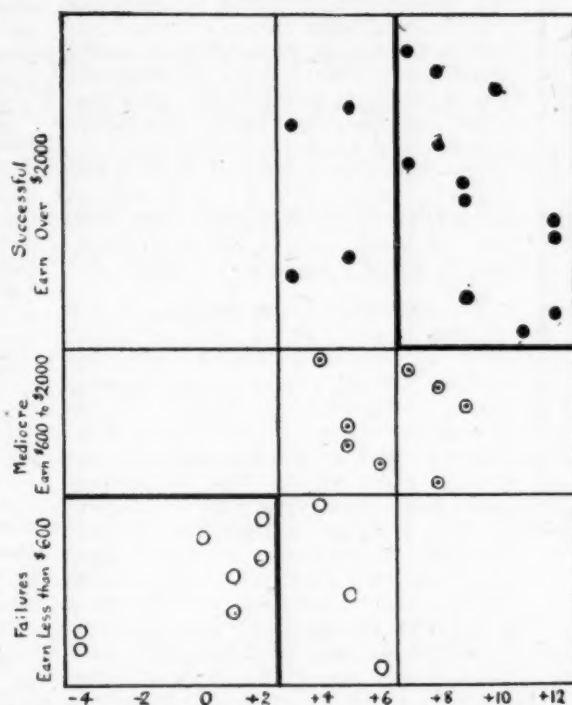


Chart Used in Making the Test Mr. Andrews Describes

high grade product once hired a young man who had been selling adding machines. The sales manager was very much impressed by this young man's application, but he later fell down miserably on the job. As a result of this experience the sales manager has invariably refused to hire any applicant who has ever sold adding machines. Yet common sense would indicate that the fact that the young salesman had once sold adding machines in all probability had nothing to do with his failure, and that the sales manager was turning down some good men just because of his prejudice against adding machine salesmen.

The primary reason for both the application and the interview is to pick the man who will be most successful on the job for which he is hired. That these have not been sufficiently successful guides in selection, is demonstrated by the growing interest in tests—both trade and psychological—that have been devised to predict further the success which the applicant is likely to attain on the job. Tests have their definite place and use in industry, but whether they are used or not, full use can and should always be made of the application. Most interviewers would be glad to feel that

they had a simple check on their final opinion about an applicant which was as reliable or more reliable than the checks they now have, and which at the same time was independent of their personal opinion. That is just the use that can be made of the application.

The Bureau of Personnel Research has been making a study of personal history records of salesmen and has devised a method of grading the application, based on the actual facts contained therein, which is also independent of the estimate of the interviewer. In order to arrive at a satisfactory way of grading an application, it was necessary to work with the records of salesmen who were already on the job, because these men had demonstrated whether they were failures or successes in their particular line. To make the results more accurate, the cases were all drawn from the salesmen in one company. This gave a homogenous group, all the men of which had filled out the same form of application blank and were working on the same commission basis.

From these cases a total grade was devised for the items on the application blank, which would best correspond with their standing as shown by what they actually had produced. Since the determining of the various values on each item is the most essential thing about the method, a description of the procedure is not out of place here.

A few cases from the highest producers, and a few from the lowest producers were first picked out. The personal history of these salesmen was then studied carefully to find out what items were common to the successful salesmen, which the failures did not possess, and, vice versa, what items were common to the failures but not to the successes. The next task was to determine a range of values on each of the items, weighted to agree with the salesman's degrees of success. For instance, one of these items which was found to vary according to the degree of success of the individual was age. Looking through the sample cases it was found that a large number of successes were between thirty and forty years of age, and that, on the whole, the people above and below those ages did not sell so well. Therefore the highest value on the item "age" was given for ages ranging from thirty to forty, and

National Selling Rights Wanted

Seasoned sales executive desires the national selling rights on a product of merit. I am capable of financing the sales of any product I undertake and will be surrounded by a corps of associates of national reputation.

Then again—

Some manufacturer financially responsible could use me with profit as director of his sales organization.

The shaping of policies, making of markets and development of sales organizations are problems to which I have given active years of application and are solved not by guess work but by a knowledge borne of long experience. Those with whom I have been associated have spoken of me as a practical man which is only another way of describing my creative ability. My plans have placed many products in the markets of the world.

There is some manufacturer for whom I can make money. My experience and ability are such that I am not interested in a salary proposition. There are other plans for compensation which are protective, creative and mutually profitable.

If you are interested in bigger sales in 1922, let us talk it over.

Box 148
Sales Management
1801 Leland Ave.
Chicago, Ill.



Why don't You use WIGGINS Peerless Book-Form CARDS

Saves the firm about 40% on card cost because there are no wasted or soiled cards. Salesmen prefer them because they save a lot of time and bother and they use the tissue between each card for memoranda. Handy leather case fits vest pocket and cards detach with a smooth, clean edge not perforated.

Let us send you tab of specimens, see for yourself the unusual quality and careful workmanship which distinguish WIGGINS CARDS.

The John B. Wiggins Co.
Established 1887
1100 So. Wabash Ave.
122 So. Michigan Ave.
Chicago



the ages below and above that period were given progressively decreasing values. In the same way the grades on the other items were determined.

It is not to be inferred that any one item so scored will indicate success or failure—that any one salesman between thirty and forty for instance, will necessarily be among the most successful salesmen. Each item had to be worked out as described, so that when the grades on each item were added together they would give a high total for the successes and a low total for the failures. This method of balancing the total grade on the items is justified because the range of values on each item is determined by the importance attaching to that one item when all other items are equal. Of course no two personal histories were equal in all respects, but if one applicant has a richer personal history than another, his chances of success are better and the total score will indicate it. Also, if an applicant is weak in one or two items but strong in the others, the preponderance of strong points will override the weak, both in the total grades and in actual production as well.

To illustrate the application of the grading system, let us take an actual case. A man states in his application that he is thirty-five years old. Looking up the range of values for age we find that he gets three points on that item. We note that he is single and we take away a point, leaving two. He has had eight years schooling and we add a point for this, bringing his total thus far back to three. He has been a file clerk, ledger clerk, and head clerk, all of which comes under social occupations; we subtract a point from the total. He has, however, remained for years with the same company, which shows that he is a stable worker and not a "floater." This adds a point and his total once more stands at three. After assigning the proper scores to the remainder of the items on his application blank, we finally secure, let us say, a total score of 8. Reference to our tables then shows that men scoring 8 have practically always made good, so the man is hired.

The tables, in this case, were derived from a study of the applications of thirty-four salesmen who were hired in 1917 or before. The total scores were plotted in relation to the men's selling records, with the results shown in the accompanying chart.

The men were ranked from 1 to 34 according to their success in selling. On this basis the highest producer was given a rank of 34 and the lowest 1. All cases to the left of the first vertical line are applicants who have made a personal history grade of 2 or lower. These cases all fall below the horizontal line which marks off earnings of \$600.00 or less per year. The significant thing here is that all of the seven who score 2 or less, also earn less than \$600.00. All cases to the right of the second vertical line are applicants who have made a grade of seven or higher. All of these fifteen applicants earn more than \$600.00. Moreover, there are only four of these who fall below the \$2,000.00 line. All the rest of the fifteen earn more than \$2,000.00 yearly. This

shows clearly enough that the grading does not separate the failures from the winners.

At this point the reader may ask, "What should be done with those who make a grade between two and seven?" Usually they should be taken out. The chart shows that half of them would be winners, and there would still remain three-fourths of those making seven or better who would be sure to succeed. This means picking successful salesmen 60% of the time, which is very good indeed. The most important thing, however, is that the grading eliminates those who are sure to fail. Bear in mind that these thirty-four were all hired by the agency manager, but with such a scoring system as this, he could have eliminated the seven failures shown in the lower left-hand corner of the chart.

The Bureau of Personnel Research has been working with the applications of three types of salesmen. But there is no good reason why any firm could not work out a range of values for the items on their application form, provided that they use a form which includes enough essential items. Then, too, they should work with a sufficient number of cases in determining the various values, to avoid the chance of error to which a few exceptional cases might give rise.

Moreover, the person who undertakes to determine the values for each item of personal history should understand clearly that the values must be fixed, not according to the importance he thinks they deserve, but according to the importance which a liberal sampling of employees already on the job shows that these items actually do deserve.

Some managers, who do a large amount of hiring, may consider the grading method a reflection on their ability to pick successes. In fact some have already said that they had no difficulty in deciding on the right man when they got hold of him and had an opportunity to hire him. But the facts are that we have to fill our jobs from the ranks of those who apply, and our problem is to get the best from these. If a manager can pick successes more than 50% of the time, he is an exception and can command an exceptional salary.

Perhaps the best thing that can be said for the grading of applications is that, once the range of values has been worked out for a given job or occupation, anyone can apply it. It can be graded by a clerk while the interview is being conducted. When the interview has been concluded the interviewer can refer to this grade on the applicant's personal history as a check on his opinion. The grading method is scientific and free from the chance error of opinion so that anyone who uses it may know it is reliable. It is simple and quickly applied and it changes no method of procedure which is already in use. There are few managers, even among those who are most successful in picking men, who would not be influenced by the opinion of a man who could pick successes over half the time. That is, in effect, just what he would have in a system of evaluating personal history data.

OMAHA

A City of Beautiful Homes

Long streets of well kept homes reflect the prosperity of OMAHA residents. More than fifty per cent of the families here own their own homes. The city's freedom from tenement districts and slums is one of its chief residential advantages.

Omaha people are thrifty, well-to-do, and their combined purchasing power is enormous. The dominant home newspaper is the World-Herald. Reach the buying class here through this productive medium.

The World-Herald carries each month 46 per cent or more of the clean advertising published in the three Omaha papers. The World-Herald excludes all medical and questionable financial advertising. And YOU can cover 80 per cent of Omaha and Council Bluffs by using the World-Herald ALONE.

Our service department will cheerfully secure for you any information relative to this rich territory. This department is for your benefit. Please use it.

The OMAHA WORLD-HERALD

O'MARA & ORMSBEE, Inc.
Representatives

NEW YORK

CHICAGO

SAN FRANCISCO

Problems That Are Bothering Sales Managers

During the month of December the editorial staff of The Dartnell Corporation answered 371 special letters from sales managers who came to us with some specific problem. Thinking that some of these letters, and our replies, may be of general interest we are printing a few of them here. The editors of "Sales Management" are always glad to help subscribers in this way. There is, of course, no charge or obligation for this service—it is a part of what you get when you become a subscriber.

Enthusing the Retail Clerk

We have been endeavoring to find a plan that attracts the attention of the retail clerk to our proposition. If we could solve this problem it would greatly reduce our merchandising difficulties. Can you suggest something that may aid us?

We call your attention to a plan that has successfully enlisted the co-operation of 10,000 clerks all over the country, in the case of one of our subscribers. This plan consists in appointing one individual in each retail store to membership in a club run by the manufacturer, this sales person to be responsible for the display and sales in his particular concern. The plan consists largely of the salesmen appointing a clerk to be placed in charge of the company's display, encouraging him to make a study of it through house organs addressed to Club members, presenting new member with attractive watch fob, annual election of officers of Club and writing up work of various Club members.

What Lines of Business Are Buying?

What other lines of business are working full time or may be considered as being good prospects to call on?

Your letter named a number of classes of business which are considered most active at the present time, namely: Lawyers, Garages, Retailers, and Banks. With these might be included other professional men, such as Physicians. They have been quite prosperous during the past few years, as charges have averaged somewhat higher than usual and the percentage of uncollectable debts has not been so bad. According to the Addressograph Co., you should also include wholesale houses. If you have any class of business listed among your prospects that might be considered a part of the "white collar" trade, or the salaried class, they should be good prospects for you. Ministers, for example, have more money now than they ever had before.

What Counts Most in Fixing 1922 Quotas?

In assigning a quota to a salesman, just how much consideration should be given, first to potential business as estimated by the Home Office; second, increase in sales over last year; third, percentage of sales as compared with expense?

The three elements mentioned in your letter, namely potential business, increase in sales over last year, percentage of sales as compared with expenses, should each be dealt with equal importance. In other words, your quota plan should consider each of the factors as one-third of the total value.

In the case of the Burroughs Adding Machine Company's quotas, potential market possibilities count for 50% and last year's sales count for 50%.

In the case of the Addressograph Company, during a recent year, the potential

market counted as one-third, previous years' record counted as one-third and daily reports counted as one-third. It all depends upon the importance which you wish to place on each individual factor.

Reducing Office Tardiness

You make mention of a plan used by one of your subscribers to reduce tardiness and absence of employees. We shall appreciate a more detailed outline of the working of this plan.

The plan consists of crediting employees with points for being on time and for other meritorious matters. These employees are at the same time debited with a certain number of points for errors that cost the company more than \$5.00.

The largest number of points credited covers the matter of punctuality on which the company wishes to place the greatest amount of emphasis. The names of employees in the order of points earned are posted on the bulletin board and prizes are offered to those who have the most points.

As a result, the plan has greatly reduced the annoyance of tardiness and lack of attendance.

When Photographs Are Used for Advertising

We have in mind reproducing a picture of a moving picture star on a toy balloon. Will it be necessary to get the consent of the individual? It seems that somewhere the writer has read that the picture of a professional person is public property and can be reproduced in any way providing it does not injure the person.

Do not use any photograph without the written consent of professional person to whom you refer. While it is a fact that people in public life welcome different kinds of advertising, it is also true that they can at any time bring suit where a photograph is used for commercial purposes without their consent. Naturally in entering into such a suit is quite easy for them to prove that a commercially used photograph of them has accomplished damage. The only way to be on the safe side is to secure the necessary release or written consent.

How to Get Life in a Sales Convention

We have been thinking of dramatizing some of the features of our business at our next annual convention. If you have any suggestions to offer regarding this we would be glad to receive them.

There is undoubtedly a central thought or a big idea which you desire to get across to your salesmen at the coming convention. In other words, there is some vital weakness in the sales force upon which you wish to do considerable educational work in order to overcome it.

Perhaps the best way to accomplish this is to write a little playlet, which gets the idea across, and then have someone who is competent to stage things of this

kind, conduct the rehearsals, make all preliminary arrangements in the way of settings, etc., and see that the play goes off smoothly. The effectiveness of a thing of this kind depends upon the manner in which it is staged.

You will recall that at one of the recent National Cash Register Conventions, it was desired to get across to the sales force the fact that readjustment in business is past and that now is the time to go after sales strongly. The company showed the salesmen how the readjustment period could be bridged by actually building a huge bridge on the stage over a scenic river. The river was called "Readjustment Period." The bridge was made up of sections labeled "New Improvements," "Long Line Service," and other features of this kind, the keystone of the bridge being "I Will Not Fail."

After the address dealing with this subject the men were taken up on the bridge and over the top of it.

No salesman coming from the National Cash Register Convention could fail to understand thoroughly just what help from the home office was carrying him across the readjustment period, and his confidence in his own work was greatly stimulated. He was thoroughly sold on his job and the dramatization of this point helped him to decide in his own mind that he would stick out 1921 with his company in spite of poor business conditions.

Of course this particular idea will not fit your convention, but it demonstrates how the big ideas which you want to get across can be readily dramatized.

One of the best ways to teach your salesmen the right way to go about their daily work is to get competent people to act the proper approach, demonstrations and methods of closing prospects. To stimulate interest in the presentations of the correct methods and to add a touch of humor to the meeting. Wrong methods can also be effectively staged in a similar manner. By poking fun at or burlesquing the incorrect methods, you accomplish the two results, namely—first, you promote laughter, which is good for the meetings, and second, you discourage the use of incorrect methods.

For example, you might first stage the correct kind of demonstration. Immediately following you would put on the incorrect way, illustrating in an amusing manner what comical come-backs the housewife might have when the improper demonstration is made and what a sad ending comes of such efforts. Into the burlesque you could inject things that actually happened to a salesman in order to make the bond of sympathy strong between the salesman and the burlesque on sales work.

Where to Get Census Data

Could you tell us where we could secure a complete abstract of the fourteenth decennial census of the United States, suitable for the business we are engaged in?

The latest Statistical Abstract of the United States is dated 1919 and can be obtained for 50c from the Superintendent of Documents, Government Printing Office, Washington, D. C. The 1920 Abstract will be available shortly.

Five Sales Managers Sat Down to Dinner

(Continued from page 130)

ence. If people only knew how valuable a sincere smile was—one that isn't hot-house raised and needs no forcing to make it come to blossom, they'd pray for the gift on shiny knees. My trouble is in finding salesmen with a sense of humor—who can shake off an insult, or smile in the face of unfair criticism—who never give way to fits of temper and who see the sunny side of the cloudiest customer. Bill, do you mind throwing me a match?"

THE FIFTH SALES MANAGER Said:

"To me, gentlemen, the most important phase of 1922 salesmanship will be COLLABORATION. The new type of salesman will have to learn that he can't longer be sufficient unto himself, as he has been largely, in the past. He must be more willing to accept advice, suggestions, counsel, even commands, from OTHERS.

"Many salesmen I have known—and know now—are like many executives. They want to do it all themselves and therefore get all the credit. It is their pet contention that salesmanship is a little game in itself and the outsider can't possibly have an idea of value on the subject.

"Like cats and dogs, in certain institutions, the sales force fights the advertising force, or the production department, or the credit department, or the customer himself. I have men in my own organization who shrug their shoulders when even I chip in with a word of advice.

"The more useful, productive salesman is the salesman who is rather eager to hear from others. He invites helpful ideas. He borrows from the experience of others. I do not want to see my men come into the plant at the end of a trip, hang around in their department for a little while, and then scuttle off without so much as a "howdy" to the other units of the organization. I want them to ask questions and to be asked questions. I want them to be able to pass a jobber-salesman on the street without wanting to shoot him dead or see him boiled in oil. I want my men to mix up with the production end and the advertising end, and exchange ideas. I have yet to find the salesman who had such a corner on constructive brain-work, that he could start a college on his own private brand. Collaboration—it will be the making of tomorrow's big business. And to be thoroughly effective, it should be universal—all of us working together, to one common end—mutual success."

(More black coffee was poured and fresh cigars lighted. A waiter in a corner, who had been listening, rubbed his fingers across his forehead, as if dazed. A steward, opening the door of the private dining room for a moment, measured the walls with a quick, alert eye, as he figured how much bunting and how many flowers would be needed for that flapper dinner the next evening. As for the speeches—well, take 'em or leave 'em, We have acted merely as the dictagraph.)

SALES MANAGEMENT



\$23⁰⁰

for this wall-type Multiplex Display Fixture No. 23, without maps. Attached to any wall, partition or trim. With 6 wings 20 x 30 in., \$23.00. With 6 wings 29 x 29 in., \$34.50. With 6 wings 24 x 36 in., \$28.50.

Get This Valuable Sales Help

Here is your opportunity to own a popular-sized genuine Multiplex Display Fixture—the kind used so successfully in almost every industry for mounting sales maps, assigning territories, routing salesmen, checking dealers' quotas—also for mounting samples of merchandise, laces, hardware, pictures, table cloths, wall paper, etc. Keeps everything constantly before the eye within easy reach, compact and convenient.

30 Days' Free Trial—Satisfaction Guaranteed

You are perfectly safe in ordering a Multiplex Fixture. Sold on 30 days' trial—absolute satisfaction guaranteed or money refunded. We make all sizes and types of fixtures—ask for new book "Facts Visualized."

Multiplex Display Fixture Company

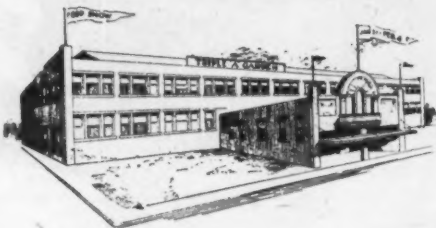
925 N. 10th Street, St. Louis, Mo.

Multiplex
MAP FIXTURES

Salesmen's Application Blanks

Send for our 1922 Form for recording applicants for positions as salesman and classifying their strong and weak points. Used by over 600 concerns in all lines of business.

DARTNELL CORPORATION, 1801 Leland Ave., Chicago



Announcing—

**THE OKLAHOMAN AND TIMES
FOOD SHOW
AND HOUSEHOLD EXPOSITION**

OKLAHOMA CITY, Okla., Jan. 31 to Feb. 4, 1922

BACK up your national campaign by direct contact with the consumer. Your product shown in a favorable environment creates that lasting impression which comes from concrete association. More and more manufacturers realize that their selling plan must have a point of contact with the user.

The Oklahoma and Times FOOD SHOW and Household Exposition educates and entertains. Thousands and thousands of visitors will gain a clear, strong conception of your product.

This Food Show, conducted by the State's largest newspapers is a link in the powerful machine of local co-operation. It is planned for the exhibitor's benefit—not for profit. Wide publicity will precede and accompany the Food Show of which every exhibitor can take advantage.



Free cooking school and demonstrations daily by Miss Susan Abercrombie, Director Home Economics, Aklahoman and Times.

Expenditure of \$10,000 for Decorations, Illumination, Amusement features and Publicity.

Five days and nights of education and entertainment.

Show Your Product to Oklahoma City's 100,000 Population



Building Owned and Occupied by The Oklahoma Publishing Co.

Wire or Write for Space Reservation NOW

M. C. HARPER, Development Manager, Oklahoma Publishing Co., Box 984, Oklahoma City, Okla.

The Drawing Account Evil

By Michael Gross

Mr. Gross needs no introduction to the readers of "Sales Management." He is a business writer of repute, and has had a varied sales and advertising experience. He writes here on a subject which has caused all of us who employ salesmen a great deal of trouble this past year, and it is a problem which will be with us as long as salesmen on commission must be financed.

IN a recent discussion on the old problem of what to do when a salesman's business starts falling down while his drawing account keeps piling up, a prominent New York manufacturer who has handled these "knights of the grip" and their problems for thirty years, said:

"I never could understand how it is that a boss who will play exceedingly safe in the credit he extends to customers that are poorly rated, will allow the members of his sales force, men who are not rated at all, to get into him for all sorts of outlandish amounts.

"The answer I always get when I put the direct question to these business men," he went on, "is invariably along the line of: 'Yes, I know that Jones is \$750 behind and Smith is \$530 in the hole, but it will take only one or two big orders to put them ahead again.'

"That surely sounds cheerful and optimistic. Yet it seems strange that the same line of reasoning is never applied to anyone but members of the sales force. Would it be possible for a poorly-rated account to double or treble his credit limit by saying that one streak of good business in the near future would make it possible for him to meet the soaring bill? Not so you could notice it through a Lick telescope. The man's rating is carefully investigated when the first order comes in and a certain stop is placed on the amount of goods he can purchase. As soon as the limit is reached the debt must be cancelled before orders will be filled. Yet a salesman, who has no assets whatsoever that can be taken in satisfaction of a debt, is allowed to keep on drawing money far beyond what one would consider even an extravagant limit. Why is it?"

Sales Managers Make Poor Credit Men

The only answer we could think of, off-hand, was to say that the salesman was more an integral part of a business than any customer of the house; could therefore be sized up better and, accordingly, allowed a longer line of credit; and, last but far from least, he was harder to replace and his loss meant more to a concern than the loss of an account.

"I take issue with you on all three counts," the manufacturer said. "The real cause for the condition, in my opinion, is that the average boss is endowed with too much good nature and optimism. His salesmen are such a fine bunch (he himself has picked them, in most instances, so why shouldn't they be) that he cannot believe otherwise but that even the slowest man among them will eventually sell enough to more than cover his drawing account.

"This type of boss never looks upon money advanced to salesmen as a loan—and, because he fails to so consider it, the men on the sales force never think of their drawing accounts as funds they have borrowed—not earned. No one has ever thought to bring the matter home to them in that light.

"When I hire a salesman and the question of a drawing account comes up, I usually ask point-blank: 'Well, how much do you want me to loan you every week, until such time as you begin to sell?' Put that way, the question naturally embarrasses a man for the moment but it doesn't take him long to catch my drift. And invariably he will name a lower figure, because of my way of putting the question to him, than he would have had I merely asked what drawing account he wanted. The form of the question brings the fact right home to him that until he begins to sell merchandise he is going to be in my debt.

"Another thing that I have found to work out very well is to establish a 'drawing limit' immediately I hire a man. The sum is based on the previous year's sales with some other house, or, if the man is a newcomer in the business, on his general experience. Once a man owes the concern the limit I set when he was hired, he automatically goes off the payroll until commissions earned have made up the deficit.

Making a Loan of Advances

"Before a chap becomes a member of our sales force, I usually make my sentiments known to him in some such manner: 'I think you can sell our line,' I tell him. 'That's why I am hiring you. And I'm so confident my judgment is sound that I am willing to gamble to the extent of \$500'—or whatever the figure may be that I have decided to set. 'But I'm not going to gamble one cent over that,' I hasten to add. 'I'll keep lending you money every week until you're \$500 in my debt. Then I'm through. If you want more money, you've got to do what every other open account on our books must do to establish further credit: pay up what you already owe. That's fair, isn't it?' And the man usually admits that it is."

"What do you do when your man has reached his five-hundred-dollar limit and you find that his sales are conspicuous by their absence?" we asked.

"Let him go," came the prompt answer. "I've found it to be much better to take a \$500 loss and know it's over with than to prolong the agony and take a chance of losing twice that amount in the long run. I've proved, to my own satisfaction, that, in the matter of handling salesmen, half-way measures are bad.

One year I tried the stunt of cutting a salesman's drawing account in half after he had reached his credit limit and letting it stay at that figure until he paid back what he owed. It turned out to be the worst thing I ever attempted and I gave the plan up in a hurry. I found my experience under his system paralleled the case of the man who has a charge account at a certain store but owes so much money that he is ashamed to go there. So, whenever he needs a suit, he saves up the money in cash and goes to the place on the next block. The result is that the store which was so liberal with its credit loses not only the money this man already owed but also the profit on any new purchases he may make.

"I found that when I cut the drawing account of one of my salesmen in half, he brought in less orders than if I had taken him off the payroll altogether. That may sound strange, but my experience has proven it to be true. The honest, above-board man who had been cut would feel it so keenly that it threw him off his stride. The very fact, however, that he was still getting enough to just scrape along on, prevented him from grimly pitching in the way he would have done if Saturday night were going to mean merely the last day of the week in his young life.

The Salesman Who Is "Foxy"

"On the other hand, the salesman who wasn't strictly on the square (and I've had my share of those, too, same as any business man) would pull some pretty foxy tricks in order to get more money than I was willing to pay him. For instance, a man whose drawing account had been cut in half would get a \$1600 order. At the regular ten per cent we usually pay, his commission on it would amount to \$160. Immediately the order was signed, his brain would start working overtime. 'If I bring this order into the house I'm working for,' he would reason, 'I won't get a cent of cash out of it. They will merely deduct the \$160 from the sum I already owe them and on Saturday I'll get my measly cut-in-half drawing account just the same. Whereas, if I take this order to someone else in the same line, they will be glad to pay me my ten per cent in cash. In that way I'll get \$160 cold and Saturday my drawing account will come through just the same.' Do you see now why I said my experience paralleled the case of the man buying the suit of clothes up the block for cash instead of patronizing the merchant to whom he already owed money?"

"I found that when I kept on paying out money to a salesman in the forlorn hope that some day I'd get it all back

and a little besides, I lost not only the money I advanced but, in some instances, also any good business that the salesman might land while he was in my debt.

"As a definite result of all my experimenting with the hiring and firing of salesmen, I've laid down three basic rules to guide me. In them is embodied all that I've just said on the subject. Here they are:

"The first one is: Hire the best men you can get. Good salesmen are cheap at any price and one \$5000-a-year man who more than earns his salary is worth five \$40-a-week men who just barely manage to squeeze through.

"Rule number two is to make your salesmen understand, right from the very hour they are hired, that any money they get from you which they haven't earned in commissions is **borrowed**—and that they owe it to you just as much as if they had asked it as a personal loan. The first thing you will notice in applying this rule is that the more confidence a

salesman has in himself the less he will want to "borrow" on this basis.

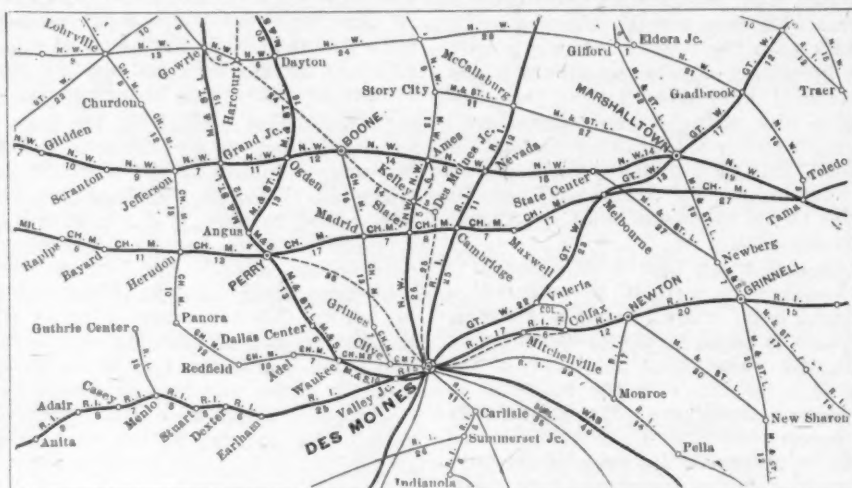
"The third rule is my pet one of establishing a definite credit limit for each man on the sales force and to cut a man as soon as he has run behind to the extent of that sum, come what may. I've had salesmen show me, in black and white, that \$18,000 worth of orders would surely break the week following the one in which I told them they were to go off the payroll. 'If that business is really coming in,' would be my answer to these fellows, 'you surely won't be out in the cold long. The minute you're paid up, remember, your name is entered again, even if the order that squares your account comes in two minutes after you've been taken off.' Sometimes the \$18,000 worth of business did materialize during the following week, but most of the time the figures were merely the fond dream of an optimistic disposition.

"By being firm in this matter whenever circumstances made such a move

necessary, I have succeeded in definitely impressing upon the minds of my boys the fact that no excuse will serve them if once they reach their credit limit. The result has been that as soon as one of my salesmen finds himself on the ragged edge he gets a spurt on and pulls himself to safety as quickly as possible. If Lady Luck has deserted a fellow and his name does go off the payroll, he works like the very devil to get it back on that same week, just to show me that I can't skip his pay-day with impunity. And the grin one of these boys will hand me when he comes up for his money the Saturday after his name has been removed seems to do him more good than anything he ever got out of a bottle in the pre-Volstead Era."

"Suppose a salesman whose limit is \$200 gets behind \$180 and stays that way for months at a time, what happens?" we asked. "Is he urged to reduce the balance?"

"Not at all—and he stays on the payroll just the same," came the answer. "It is only when he gets behind the full amount that he goes off. You see, I've made up my mind when I hired that particular chap to lose \$200 on him if I had to, so I feel all right about letting him go on until he reaches that amount. Reconciling myself to a definite loss in this way right from the start has saved me many a heart-break," the manufacturer ended up, "for I've experienced, in my younger days, the shock that comes when a salesman resigns at a time when his prospects seem rosiest and you discover that his real reason for leaving is to get cash on the orders that are about to break, instead of having the commissions apply to the thousand or so dollars that he owes you in advanced drawing account money."



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Purchase a pocket edition of our Individual State Maps from your local stationer. Price 25c each.

St. Louis Sales Managers Plan Busy Year

The Sales Managers' Bureau of the St. Louis Chamber of Commerce has recently been organized under the leadership of Martin J. Wolff of the Bussmann Manufacturing Company.

A new feature of the organization is their educational work, which will be in charge of a special committee. There will be a class on Character Reading, Public Speaking, Sales Promotion and Letter Writing, and Business Administration.

The instruction course offered will not be limited to firms who have representation in the Sales Managers' Bureau, but will be open to all firms who are members of the Chamber of Commerce. In carrying out this educational program the Bureau hopes to be able to raise the standard of business, and to create more business for its members through the self-improvement of the men who are engaged in and responsible for sales direction.

"Sales Management" is authorized to announce that the St. Louis Sales Managers' Bureau will be glad to offer more details of its plan of operation to any Sales, Advertising or Civic Organization that wishes to know more about their work.



Trade-Mark and Good-Will Protection

Subscribers are invited to submit problems relating to registration of trade mark, label infringements, etc. If possible, they will be answered in a forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 1801 Leland Ave., Chicago.

Existence of Good-Will Essential to Recognition of Property Rights

Cumberland, Md.—I understand that trade-marks, "dress" of goods, etc., are mere symbols of good-will, but I am curious whether, in order to make a showing of property rights in such mediums of identification and obtain the fullest measure of protection therefor, it is necessary to be able to prove the existence of actual good-will behind the insignia? D. R. G.

If it is shown that considerable sums have been spent in advertising a trade-mark and that purchasers are guided in their selection by the mark of origin, the courts will usually assume, in the event of imitation or infringement, that the mark is grounded in established good-will. There are, however, circumstances in which protection may hinge upon the amount of evidence that can be mustered to attest the long tenure of good-will. As it happens, an illuminating instance of this kind has just occurred.

Feeling that its good-will had been invaded, the Upjohn Company, manufacturers of the laxative "Phenolax," sought redress in the U. S. courts against the Wm. S. Merrell Chemical Company. The accusation was not based so much upon an imitative approach to the trade name "Phenolax" as upon simulation of the size, shape and color of the wafers or tablets. The Upjohn Company contended that it should be protected in its use of what is proclaimed to be "peculiar and distinctive trade indicia and trade dress."

When the U. S. Circuit Court of Appeals was called upon to pass upon this clash of interest, the evidence developed the fact that Upjohn Company had placed its specialty on the market in the early part of the year 1908 and that its rival had followed with the parallel offering in the fall of that same year. Thereupon the court, in effect, took the position that the pioneer could have no redress because he was not sufficiently in advance of his competitor to have established distinctive good-will.

The judges, in this rather startling opinion, take the position that there can be no larceny unless the title of possessory right of the first holder is better than that of the second taken and that, in this case, one seller's title to the combination of characteristics in dispute was no better than the others until there could be shown, on the part of the general public, belief that wafers of the appearance specified were the production of the particular firm that originated the form or get-up.

It is a bit disquieting to have eminent judicial authority as much as say that there is scant protection for infant good-will against an invader who copies the product and begins competition before

there is time for the pioneer builder of good-will to get the indicative effect of his original trade-dress adequately established. Such logic seems to ignore the obvious fact that good-will in business must have a beginning and the consistent theory that growth of good-will starts from the minute the sales are made and there is a beginning of the exploitation of original dress of goods. But the Supreme Court of the United States when appealed to by the Upjohn Company refused to review the opinion of the lower court, so that we have this contingency in good-will to reckon with. It points, this current case, more strongly than any other incident in business annals, the moral that quick pick-up is desirable when establishing good-will in a field where competition is to be expected.

Customers May Extend Good-Will Boundaries

New London, Conn.—Our customers are showing a disposition to, if I may so express it, expand the scope of our good-will. That is to say we have frequent inquiries for articles, akin to our regular line but which we do not at present manufacture. On the strength of this supposition that we put out a wider range of products, would we be justified in counting upon an ability to, at any time, stretch our trade-mark to take in additions to our line? F. E. Y.

The courts and the censors at the Patent Office have in recent years manifested the fullest recognition of the principle that the trade-mark owner has an instinctive and inalienable right to have his trade-mark follow any normal and natural expansion of his business. Just what constitutes a natural extension of a business is sometimes in dispute, but usually there obtains a fairly liberal view of what is allowable in "room to grow." In a recent bump of brands, as between Edward Burnham and the Talcum Puff Company, the oracle at the Patent Office decided that a firm that had long used the name "Moon Kiss" on perfumery, toilet water and sachet powder, was entitled to block the registration to another firm of the same name for use on talcum powder and cosmetics. The concern that first saw the trade name was entitled to use on the whole line of goods because ordinary purchasers seeing the mark on talcum powder would be likely to assume that the goods had the same origin as the perfumery and toilet water bearing the same mark.

"We trust that this invoice and check is mailed in time so that we will not miss a copy of your splendid magazine, 'Sales Management.'" G. E. Tousey, Buswell Publicity Service.



A Complete Encyclopedia of Modern Advertising Practice

Into one big handy volume S. Roland Hall has put the result of his twenty years of practical advertising experience. It is a book that is literally jammed from cover to cover with valuable up-to-the-minute information on modern advertising practice, from the preparation of copy to dealer aids and moving picture publicity. Into this book the advertising executive can dip whenever confronted with a perplexing advertising problem, with the assurance of finding not only the needed information, but stimulating new ideas and fresh copy angles.

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This book will make the work of the advertising man easier and more resultful—it will enable the business man to get the utmost out of his advertising dollars.

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The big sale that the ADVERTISING HANDBOOK is enjoying is a substantial tribute to the highly practical character of Hall's work. No other advertising book has so ably filled the need of the advertising world for a book that would cover, completely and authoritatively, all phases of modern advertising practice. Ralph Starr Butler, advertising manager of the U. S. Rubber Company, called it

- the most constructive
 - the most useful
 - the most helpful
- book on advertising yet compiled.

10 Day Free Examination

So that you can thumb through the book and determine its value for yourself we will send you a copy for ten days' free examination. No obligation—no money needed. Just fill out the coupon. If you like the book when you see it, send us your check for \$5.00. If you do not wish to keep it, just send it back.

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You may send me for 10 days' examination HAL'S ADVERTISING HANDBOOK, \$5.00 net, postpaid.

I agree to return the book, postpaid, within 10 days of receipt or remit for it.

Name _____

Address _____

Official Position _____

Name of Company _____



Personal Items



This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.

E. G. SONGSTAD, secretary and sales manager of the Conrades Manufacturing Company, St. Louis, Mo., was recently elected president of the St. Louis Furniture Board of Trade.

E. T. HERBIG, who recently resigned as sales manager of the Service Motor Truck Company of Wabash, Indiana, has joined the sales organization of the General Motors Truck Company, Pontiac, Michigan.

W. K. WINKLER, president, The Durant Manufacturing Company, Milwaukee, makers of "The Productimeter," reports the death of DOUGLAS F. McKEY, secretary and sales manager of the company.

E. H. IRWIN, general sales manager of the O'Gara Coal Company, Chicago has recently been made sales manager of the Harrisburg Colliery Company, Chicago. F. A. BRAZELTON, assistant sales manager of the O'Gara Coal Company, has been made general sales manager, and H. C. WOODS succeeds Mr. Brazelton as assistant sales manager.

Announcement is made by E. T. RECTOR, president of the Fairmont Creamery Company, Omaha, Nebraska, of the appointment of PENN P. FODREA as manager of their sales promotion department. Several months ago Mr. Fodrea resigned as sales manager of the Iten Biscuit Company of Omaha.

BURT K. SHELDON has recently been made director of sales for the Crystal Washing Machine Company, Detroit, Michigan.

GEORGE H. LAYNG, formerly vice president and manager of manufacturing for the Cadillac Motor Car Company, Detroit, and with whom he has been associated for more than fifteen years, has resigned. Mr. Layng has been made chief executive officer in the production of Peerless cars through appointment by R. H. COLLINS, president of the Peerless Motor Car Company.

P. T. IRVIN has been made sales manager of the new small tool department of the Greenfield Tap and Die Corporation, Greenfield, Mass., a department which combines two formerly separate divisions—the drill division and the small tool division. Previous to his connection with this organization he was for three years sales manager for the Lincoln Twist Drill Company and prior to that sales manager for Wells Brothers Company of Greenfield.

ARTHUR T. FREER, formerly sales manager for the Interstate Chemical Company, Jersey City, N. J., has been made

sales manager for the International Radiator Company of Ottumwa, Iowa.

J. B. STEWART, formerly sales manager for the Newark Shoe Stores Company which operates a chain of stores throughout the country, is now general sales manager of the George Company, Baltimore, meat packers.

As announced in the December issue of "Sales Management," H. C. JOHNSON has resigned as treasurer and sales manager of the Merchants Trade Journal, Incorporated. Mr. Johnson has entered into business with Miles-Bratton, Inc., Des Moines, a merchandising and advertising service agency.

The resignation of WILLARD MOSSMAN as director of sales for the Kalamazoo Corset Company, makers of Madame Grace corsets, is announced by GEORGE B. PULFER, treasurer and general manager of the company.

The A. B. Dick Company, Chicago, makers of Mimeographs, has appointed FRANK K. PENNINGTON general sales manager. Mr. Pennington comes to the Dick organization from the Columbia Phonograph Company, New York City, where he occupied a similar position, and previous to that time was a branch manager for the Oliver Typewriter Company.

F. A. SEIBERLING, formerly president of the Goodyear Tire & Rubber Company, Akron, has organized a new company known as the Seiberling Rubber Company, having acquired the Lehigh Tire and Rubber Company of New Castle, Pa., and the Portage Tire & Rubber Company of Barberton, Ohio. Mr. Seiberling is president, C. W. SEIBERLING, vice president; W. E. PALMER, Secretary; I. R. BAILEY, sales manager and FRANK R. GRIFFIN, advertising manager. The general offices of the company will be in Barberton, Ohio.

BLAKE D. APPLEWHITE, formerly representative of the S. Anagryros department of the P. Lorillard Company in California, has been made sales manager of the Atlantic Chemical Supply Company, Wilmington, North Carolina, importers and wholesale dealers in toilet requisites.

D. G. HEAD, formerly with the National Lamp Works of the General Electric Company, has been appointed sales manager of the Culver-Stearns Manufacturing Company, Worcester, Mass., makers of auto lighting specialties.

GEORGE L. WILLMAN, Chicago manager of The Studebaker Corporation, has purchased the controlling interest in the John Wallagher Company, Milwaukee, Wisconsin, wholesale and retail distributors for the Studebaker car in Wisconsin and upper Michigan, and will devote his time to that organization after January 1st, 1922.

ALBERT POWER, formerly associated with the Kumfy-Kab Company of La Porte, Indiana, has been made sales and advertising manager of the Mutschler Brothers Company, Nappanee, Indiana, manufacturers of office furniture.

A. R. MOORE, former sales manager for The Elbinger Shoe Manufacturing Company, Cincinnati, Ohio, and at one time connected with Nathaniel Fisher and Company, shoe jobbers, New York and previously with the Peters Shoe Company of St. Louis, has been made sales manager of the Nathan D. Dodge Shoe Company, Newburyport, Mass.

W. U. SHAY, until recently supervisor of sales in the central states for the Champion Spark Plug Company, Toledo, has been made sales manager of the automotive division of the Columbus McKinnon Chain Company, Columbus, Ohio.

GEORGE JAAP, formerly advertising manager of The Sherwin-Williams Company, Cleveland, manufacturers of paints, has been made sales manager of the Chicago City Division of the company. Mr. Jaap replaces K. MILLER, who goes to St. Louis as their district manager.

ROBERT C. FAY, for several years sales and advertising manager of the Chicago Paper Company, is vice president and managing director of the new Marketing Service Corporation, 8 East 41st Street, New York City, rendering a direct advertising and sales promotion service.

Prove It—Show him the Letter!

If your salesmen could show skeptical prospects the testimonial letters received from your satisfied customers—it would remove doubt and often get the order. Hard-shell prospects demand proof. You could probably provide it by multiplying the use of the testimonial letters lying idle in your files. Why not put power behind those testimonials? Give a copy to each one of your salesmen. We make photostatic copies of anything written, printed or drawn, Letters, Contracts, Reports, Plans, etc. Accurate—inexpensive—positive proof.

WRITE FOR SAMPLES

Send a fresh testimonial to your salesmen regularly and note the effect on their morale and orders. Let us send you samples and prices.

Ajax Photo Print Co. No. 39 W. Adams St. Chicago, Illinois

Economist—Engineer

CONSTRUCTIVE POLICIES—WAYS AND MEANS—DIAGNOSIS
Production—Management—Sales—Exports
W. J. SPENCER M. E., E. E., L. L. D.
410-416 Bond Building, Washington, D. C.
Pittsburgh—Cleveland—Chicago—Dallas

“The Only Newspaper Protecting the Retailer”

“If a salesman carries a WORLD PLAN FOLDER, he gets an order,” says Mr. Regelson, Druggist, of 1037 Washington Avenue, The Bronx.

“I want new items that will move—that are to be advertised. I display them, too.

“But I can’t believe the average salesman’s promises of advertising.

“Like most druggists, I am a World reader, and know that The World protects the retailer, guarantees adequate advertising—has even backed it up with real cash. No other paper does this.

“And The World sends me The World Retailer, a source of inspiration and helpful merchandising ideas.

“I read the announcements of new advertising campaigns, and often avail myself of ‘The Dealer Helps’.”

The World and The Evening World have a combined circulation, daily, of 650,000 for \$1.20 per agate line gross, subject to contract discounts. They carry more dry goods advertising; are read by more jobber, department and chain store buyers, and by more retailers; offer more circulation per dollar and a more concentrated circulation; a reader and a dealer influence more localized than any other morning and evening combination.

Advertise in Newspapers by the Year

The New York World’s Merchandising Department

Maller’s Bldg., Chicago

Pulitzer Bldg., New York

Ford Bldg., Detroit



THE CURTIS HOTEL

10th St. at 4th Ave.
MINNEAPOLIS, U. S. A.

Largest and Finest Hotel in the
Northwest

Sales Managers are awaking to the
possibilities of "The Curtis" as
their Minneapolis headquarters

One Full Block of Beautiful Lobbys
and Amusement Rooms

TARIFF

75 Rooms with Bath, \$2.00 for one person
\$3.00 for two
325 Rooms with Bath, \$2.50 for one person
\$3.50 for two
200 Rooms with Bath, \$3.00 for one person
\$4.00 for two
Others with Bath, \$4.00 to \$10.00

Seven Million Dollar Hotel for Los Angeles

Word from California has it that John McE. Bowman, head of the Biltmore chain of hotels in the east is to erect a Biltmore Hotel in Los Angeles. Plans under way call for a one thousand room structure to cost approximately \$7,000,000. It is reported that one of the lower floors will be devoted entirely to sample rooms which should set at rest some of the loose talk that hotel operators do not find sample room patronage profitable.

Sales managers who route their men through Ohio with sample trunks will be interested in the new Northern Hotel recently opened at Canton. Each floor of the hotel has its own sample rooms with special lighting fixtures so that merchandise may be displayed to the best advantage.

Business with Iowa hotels seemingly is so good that the Hotel Blackhawk of Davenport, a comparatively new hotel, has already been obliged to add four stories to its structure. One story has been completed and when the other three are finished, the Blackhawk will have a room capacity of 416.

According to John Tellman, Secretary of the Jefferson Hotel Company, plans are completed for the building of an Annex which will increase the size of the hotel to 800 rooms. Other features are a new kitchen and a roof garden.

David Olmsted, who recently attracted attention because of a growing interest in the operation of large new hotels has disposed of his interests in hotels at Warren and Ashtabula, Ohio, the new hotel Penn-Alto, Altoona, Pa., and the new Robert E. Lee at Winston-Salem, North Carolina. He has concluded that he will have all he can do if he devotes his entire attention to the Hotel Winton at Cleveland of which he is President and General Manager.

Clamor for lower hotel rates is answered by Hotel Latham of New York with apparent success by an adjustment of its room rates in proportion to its restaurant patronage. Current room rates are from \$2.00 up; a room with bath \$3.00 up for one person; \$4.00 up for two.

Painful Cleverness—by A. H. Deute

(Continued from page 128)

paign has to go. If these men could provide a concrete, positive and helpful suggestion, it would be valuable. But too often there is no attempt to offer something constructive. As a matter of fact, they aren't able to offer anything constructive and aren't expected to do so, because advertising isn't their job in life. But the fact remains that there is one thing which most executives, especially the minor executives, take pride in and that is in their ability to wreck and man-handle a piece of copy.

What this little article is trying to accomplish is to bring to the attention of some people the risk they are running of weakening their advertising through permitting criticism merely for its own sake in order to give a number of people an opportunity to be clever and to find fault. To many a business head this may seem preposterous, but there is not an agency man of experience but can recite at least one instance where the effectiveness of a campaign was greatly lessened through this meddling with copy and illustration.

There are many houses who recognize this condition, but we will give the methods of only one to illustrate the method we would suggest. This particular house, the name of which we shall be glad to supply, goes on the following theory:

It has a well paid advertising manager who is supposed to know his business and who works closely with the sales manager. They use a reputable agency. The advertising manager is not a "rubber stamp" who is a "puppy dog" for

the agency, neither is he merely a super-office-boy of the president. The sales manager knows enough about practical advertising to work with the advertising manager and the advertising manager knows enough about practical selling to be able to be a part of the sales machine. The agency has the confidence of the head of the house and the rest of his executives. Once a year there is a general conference when the general policy of copy and general style of advertising is discussed. At this time, everyone injects his ideas and artists and copy men get the benefit of constructive thought.

At the time the appropriation is fixed for the year, and from there on the success or failure of the advertising and selling campaign is in the hands of the sales manager, his advertising manager and the agency. The head of the house holds the sales department responsible for results from month to month. The advertising has to produce its part of these results. The head of the company recently remarked: "I am not interesting myself with the methods. I am interested in the results. I keep my hands off the actual carrying out of the details so that I can honestly hold my department heads responsible. No business needs a dozen or more advertising men. We try to get one good man and pay enough to deserve the best advertising brains that can be had. I think we get it. Our results are gratifying. I know that personally I couldn't handle a job unless I had lee-way to handle it, and I am not going to ask my executives to do something I couldn't do myself.

European Plan - 600 Rooms - 600 Baths
\$2.50 up, Single \$4.50 up, Double
Agent's Sample Rooms \$5.00 per day



Headquarters in Detroit For

Old Colony Club
Detroit Automobile Club
Motion Picture Exhibitor's Ass'n

LARGE INFORMATION
RACK IN WRITING ROOM

Circulars on Request

Table d'Hote \$1.00 - \$1.50
Business Men's Luncheon 75c

HOTEL TULLER

A. McKENDRICK, Mgr.

DETROIT - MICHIGAN

Cafe a la Carte Cafeteria Men's Grille

Some of those who have subscribed to *The Dartnell Sales Service* continuously for **FIVE** years or more

American Hosiery Company
Knit Goods

Anderson Motor Company
Automobile Trucks

Adder Machine Company
Office Appliances

The O. Armleder Company
Automobiles

Beaver Board Companies
Building Material

Bird & Son
Building Material

Burd High Compression Ring Company
Engineering Specialties

Baker-Vawter Company
Loose Leaf Devices

Burroughs Adding Machine Company
Office Appliances

A. M. Byers Company
Building Materials

The Continental Oil Company
Oils and Greases

Churchill & Alden Company
Shoe Manufacturers

Clawson & Wilson
Wholesale Dry Goods

Detroit Lubricator Company
Engineering Specialties

Jacob E. Decker & Sons
Packers

Electric Storage Battery Company

The Emery-Waterhouse Company
Wholesale Hardware

Electric Appliance Company
Electrical Products

Endicott, Johnson & Company
Shoes

Evinrude Motor Company

Fuller-Morrisson Company
Wholesale Drugs

Firestone Tire & Rubber Company
Rubber Specialties

Federal Chemical Company

C. Gotzian & Company
Shoes

James Graham Mfg. Company
Stoves and Heaters

S. B. Goff & Sons
Drugs and Chemicals

Handy & Harman
Silver Bouillon

Holbrook, Merrill & Stetson
Wholesale Hardware

Hood Rubber Products Corporation
Rubber Specialties

Higginbotham-Bailey-Logan Co.
Wholesale Dry Goods

The Humphrey Company
Heaters

Robt. H. Ingersoll & Bro.
Watches

Imperial Varnish & Color Co., Ltd.
Paints and Varnishes

Kellogg Toasted Corn Flakes Company
Food Products

The Krohn-Fechheimer Company
Shoes

George E. Keith Company
Walk-over Shoes

Francis H. Leggett & Company
Wholesale Grocers

Libby, McNeill & Libby
Packers

Mersman Bros. & Brandts Co., Inc.
Furniture

Massey Hardware Company
Heavy Hardware

National Lead Company

Nordyke & Marmon Company
Marmon Automobiles

Northrup, King & Company
Seeds and Fertilizers

O'Brien Varnish Company
Paints and Varnishes

Postum Cereal Company, Ltd.
Food Products

The Palmolive Company
Soaps and Toilet Articles

Pillsbury Flour Mills
Flour and Cereals

Russell Hardware Company
Wholesale Hardware

Raybestos Company
Automobile Equipment

Ralston Purina Company
Food Products

Simonds Manufacturing Company
Hardware

The Stanley Works
Hardware

Geo. H. Strietmann's Sons Company
Shoes

G. Sommers & Company
General Merchandise

Thermoid Rubber Company

Todd Protectograph Company
Check Protectors

True Shape Hosiery Company
Hosiery

Union Paper & Twine Company
Paper and Envelopes

United States Tire Company
Tires and Rubber Goods

United Drug Company

The Upson Company
Building Material

Van Zandt, Jacobs & Company
Wearing Apparel

Wagner Manufacturing Company
Cooking Utensils

Whiting Manufacturing Company
Silverware Manufacturers

R. Wallace & Sons Mfg. Company
Silverware

The White Company
Automobiles and Trucks

Westinghouse Lamp Company
Electrical Products

E. T. Wright & Company
Shoes

American Ironing Machine Company
Household Specialties

American La France Fire Engine Co.

Cheney Brothers
Silk Manufacturers

Chicago Paper Company
Paper and Envelopes

Colorcraft Company
Paints, Enamels and Varnishes

Corona Typewriter Company

Dayton Spice Mills Company
Coffee and Spices

Davey Tree Expert Company
Tree Surgery

Diamond Match Company

General Fireproofing Company
Fireproof Furniture

Globe Automatic Sprinkler Company
Engineering Specialties

Green & Green Company
Cracker and Biscuit Manufacturers

George A. Hormel & Company
Pork Packers

Manning, Maxwell & Moore, Inc.
Machinery

McGraw Tire & Rubber Company
Tires and Rubber Goods

The Mennen Company
Drugs and Chemicals

Minneapolis Knitting Works
Knit Goods

Monroe Calculating Machine Company
Office Appliances

National Cash Register Company
Store and Office Equipment

Pratt & Lambert, Inc.
Paints and Varnishes

Phoenix Mutual Life Insurance Company
Life Insurance

Special Offer

On January 1st two new features will be added to the Dartnell Monthly Sales Service—one feature will give you ideas for sales letters and the other will keep you informed regarding the relative sales activity in different territories.

In addition to these new features the service includes a weekly bulletin for salesmen (based on actual news, not ginger-up stuff); twice a month letter of suggestions for the sales manager, monthly report of sales method investigation, index to sales activities for the month, and the two new features mentioned above.

The price of basic service, including the new features is \$6.00 a month. To give you an opportunity to test the service and see if it fits in with your work, we will send it ON TRIAL to any reader of this magazine. If at the end of a month you do not find it helpful, return the material submitted and the charge will be canceled completely.

The Dartnell Corporation : 1801 Leland Avenue : Chicago, Illinois

SALES MANAGEMENT

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JANUARY, 1922

New Year's Resolutions

By Ed Shanks

S. H. Fellows, sales manager of The Electric Smelting & Aluminum Company, reports that the questions on their salesmen's application blanks bring forth funny remarks occasionally. A recent answer rings the bell. The question, "What are your ideas regarding compensation?"

"I think it a good thing to the working class but a little expensive to the employer."

All those agreeing with the applicant, please say, "Aye!"

In the sales research work of the Sherwin-Williams Company, C. M. Lemperly has discovered the most undesirable state in the U. S. Population statistics just received from the Government, by that company, show Nevada with 150 men to every 100 women. We take it that the District of Columbia, therefore, would be the most desirable as there are 100 women to every 87 men.

The fountain pen industry has long been troubled with thieves who break in to the safe of jewelry stores and steal nothing but the stock of fountain pens. But "Office Appliances" discovered a new brand of thief specialists when a newspaper announced:

"Fountain pens confiscated; found to contain whiskey."

In view of the spirited writing which "J. C." believes can be accomplished with such fountain pens, it is prophesied that a great demand for them will spring up. Parker, Conklin, Waterman: Note, filling your pens with a different fluid may stimulate demand as well as buyers!

Mr. Pollock of Chicago, when writing one of the salesmen, Mr. W. J. Schleicher, with the idea of inspiring him to greater efforts on some of Procter & Gamble brands, concluded his letter with: "Step on the accelerator, Bill."

In a few days he received the following reply:

"Dear Mr. Pollock: I stepped on her and I enclose herewith receipted bill for \$10.00 fine for speeding. Trusting this meets with your approval."

Sharpe With Burroughs

Announcement is made of the appointment of George B. Sharpe as advertising manager of the Burroughs Adding Machine Company, Detroit, Michigan. As president of the New York Ad Club, vice president of the Association of National Advertisers, Mr. Sharpe became well known in advertising circles. He comes to the Burroughs organization from The Cleveland Tractor Company, Cleveland, where he has served for two years as advertising and assistant general sales manager. Previous to that he was for ten years advertising manager of the DeLaval Separator Company and before that was advertising manager of The Studebaker Corporation for four years.

SALES MANAGEMENT

Personal Service and Supplies

Rates: 25c a line of seven words; minimum \$2.00.

POSITIONS WANTED

I am desirous of getting into communication with some large organization desiring the services of an expert Sales or Technical Executive. I am at present General Sales Manager of one of the largest Public Utility Companies in the United States. I desire to change my position for one where there is greater opportunity for advancement and a broader field for my activities. I am a graduate of Massachusetts Institute of Technology. For five years I was engaged in planning and executing engineering and construction work, later held the position of Factory Manager in a large factory and during the past ten years have directed the organization for handling the electrical and gas sales, the merchandising sales, and the gas by-product sales (tar, pitch, creosote, paints, etc.) for the company with which I am now connected. I am forty-three years of age, married and have perfect health. If you have a responsible position that requires education, training, sales ability and enthusiasm, let me present my claims to you. Box 141, Sales Management, 1801 Leland Ave., Chicago.

Peace Between Salesmen and Hotel Men

Trouble brewing between the hotel interests and traveling salesmen's organizations has been delayed at least for one year by a peace pact recently framed in New York by a committee representing the United Commercial Travelers, affiliated with thirteen organizations known as the Federation of Commercial Travelers and a Committee representing the American Hotel Association.

After many claims and counter claims, the hotel men's committee prevailed upon the salesmen's representatives to promise not to introduce any bills during the next year to the New York legislature pertaining to hotel regulations without first consulting with the hotel men.

Reforms advocated by the traveling men called for the posting of hotel rates in rooms and the lobby of a hotel and that no change in rates be made without ten days' notice. The hotel men took the stand that changes in rates were justified at certain periods, particularly during conventions when overhead charges were higher. It was pointed out that posting frequent changes in hotel rates would act to the disadvantage of the traveling salesmen, as well as to the hotel.

"The writer has read 'How to Sell Quality' with a good deal of interest, and we consider it very well worth while distributing to our salesmen," L. W. Harris, Ames, Harris, Neville Co.

SALESMEN WANTED

FURNACE SALESMEN WANTED: Men with ambition to become our branch managers apply at once by letter. None but experienced furnace men need apply. Marshall Furnace Co., Marshall, Mich.

SALES POSITIONS WANTED

Salesman, now employed in Greater New York, desires to exclusively represent established manufacturer of steel and iron products. References and record of results the best. I want active sales work—not a job. Your New York sales problem will interest me. May I send you the details? Address Box 143, Sales Management, 1801 Leland Ave., Chicago.

Young man has decided that the sales field offers best rewards for steady, enthusiastic effort. Has a general business experience that should make him a better salesman. He knows enough to know that he does not know it all. Believes in combining "footwork" with headwork. 24 years old, married, possesses good health, pleasing personality, well balanced mentally. To accept a chance on your sales staff, I will leave a good position. I am willing to do so if your proposition is one that will reward a good salesman. Can you use me? Box 146, Sales Management, 1801 Leland Ave., Chicago.



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